Enlarging commitment

- It sounds easy, but it takes a lot of energy! -

Cynthia Doeschot   **Masterthesis Human Resource Management**

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A research about the use of HR practices in enlarging organizational, career and job commitment in order to lower turnover intention.

A Master Thesis for Eaton Holec and the University of Twente

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Summary

This study examined the relationship between satisfaction with HR practices, organizational, career and job commitment and turnover intention. The study was conducted among the employees of Eaton Holec in Hengelo. There is scarcity on the labour market for higher educated technicians, therefore reducing turnover intention is important for Eaton Holec. Next to that, Eaton Holec wants to know how to attract more new employees. In the HRM field many evidence is found for a link between organizational, career and job commitment and turnover intention and there is also evidence for a link between HR practices and commitment. Four HR policy areas were addressed: employee influence, HR flow, reward systems and work systems. Research shows that it is important to look at the employees' perceptions of HR practices. Therefore this research focusses on satisfaction with employee influence, satisfaction with HR flow, satisfaction with reward systems and satisfaction with work systems. In commitment literature many writers suggest that commitment has many components. Several components are described in literature, however only two are examined in this research: affective and normative commitment.

In order to measure the variables, an online questionnaire consisting of 87 items was developed and emailed to 235 higher educated technical employees at Eaton Holec. The total respons rate was 52,8%.

The analysis revealed negative relationships between almost all commitments and turnover intention, but these were not significant. For normative job commitment a significant positive relationship with turnover intention was found. It was argued that this could be explained by the high amount of work systems that were introduced since Holec became Eaton Holec, and which the employees with a longer tenure were not used to. They could see the rules and regulations as hindrances. Because of these hindrances, employees could be thinking of leaving Eaton Holec in order to work for a company where they can do their job without hindrances. Affective and normative organizational commitment showed a lot of correlation, therefore these two items were combined into one organizational commitment item. Organizational commitment was found to be significantly negatively related to turnover intention. Affective job commitment and affective and normative career commitment did not show any significant relationship with turnover intention. This could be explained by the age and tenure of the employees; the older employees are not thinking of having a career, or switching jobs. They have the norms and values of working for one employer, and perceive little external career opportunities. So they do not switch employers that easy.

Not all HR practices showed positive relationships with the all commitments. Employee influence and normative job commitment even showed a significant negative relationship. It is argued that this is because although the employees try to exert influence, this is not possible because nothing is being done with their remarks. So because the employees feel not being listened to, their normative job commitment makes them want to leave the organization. All in all it is found that all of the HR practices are in some way related to some of the commitments, therefore all practices are important in influencing commitment.

The advise to Eaton Holec is to try to increase satisfaction with all HR practices, because this has a positive effect on turnover intention. Next to that Eaton Holec should be prepared for the emerging influence of career and job commitment, and in turn a decline of the influence of organizational commitment. Several advises are given, such as starting a programme for guiding employees in having a career inside Eaton.

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Preface

In February 2008, I started my masterthesis in an attempt to finish my master study Human Resource Management at the University of Twente. The assignment was supervised by Dr. N. Torka and Prof. Dr. J.K. Looise, both employees of the department Operations, Organization and Human Resources (OOHR) at the School of Management and Governance, a faculty at the University of Twente

The field of commitment and turnover intention was completely new to me when I started this assignment. Step by step I became aware of the complexity of this field. In somewhat more than a half year I learned a lot about Eaton Holec, and about doing scientific research. Step by step a good research was build up, and in the end some remarkable results were found.

I could not have done this research on my own so most of all I want to thank Dr. N. Torka and Prof. Dr. J.K. Looise for their guidance during this masterthesis. Second, I want to thank all HR employees from Eaton Holec, and especially Bill Vrijenhoek who was my supervisor, for their help during my research. Of course I also want to thank all Eaton Holec employees who helped me with my research by filling in the questionnaire.

I really hope that the results of this masterthesis are usefull for Eaton Holec in attracting and retaining employees in the future.

Enschede, August 28th 2008

Cynthia Doeschot

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1. Introduction

1.1 Reducing employee turnover

This master thesis adresses the influence of human resource practices (HR practices) on commitment and turnover intention at the Eaton Holec plant in Hengelo. Just like many other technical organizations in the Netherlands, Eaton Holec has to deal with a lot of vacancies for higher educated technicians. This research has the goal of getting some insights in what is important for retaining and attracting higher educated technicians at Eaton Holec. Employee commitment is found to have a strong negative relationship with employee turnover (Allen & Meyer, 1990). The strongest predictor of turnover is turnover intention (Miller et al., 1979). Turnover intention results if an employee is prepared to change jobs, but the organization does not provide sufficient opportunities to change jobs inside the organization (Schyns, 2001). Because committed employees are less likely to leave, it is beneficial for an organization to understand how commitment can be influenced (Buck & Watson, 2002). A strong relationship has been found between employee commitment and work experiences, such as HR practices (Meyer et al., 2002; Meyer & Allen, 1991). Therefore it is important to focus on how HR practices are experienced by employees (Bowen & Ostroff, 2004). One way to measure perceived HR practices is by the use of 'satisfaction with HR practices'. This research will address the relationship between satisfaction with HR practices, employee commitment, and turnover intention. This is illustrated in figure 1.1.
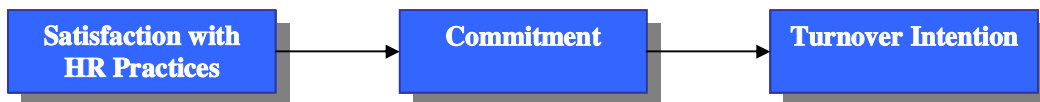
Figure 1.1 The relationship between satisfaction with HR practices, commitment and turnover intention

1.2 Labour market shortages

The reduction of voluntary employee turnover is important for an organization because it is very hard to attract new employees. Currently (April 2008) there are many job vacancies in the Netherlands. The number of jobs is rising and the unemployed working population decreases (CBS, 2008a). According to figures by Statistics Netherlands, the number of job vacancies in the Netherlands remains high (CBS, 2008b). Compared to 2006, the total amount of vacancies in the Netherlands in 2007 increased with 19.000 and compared to 2003, the amount of vacancies increased with about 150.000 vacancies (CBS, 2008a). The growth in vacancies between 2006 and 2007, was mainly a growth in vacancies in large companies, i.e. companies with at least hundred employees. At the end of 2007 there were 102.000 vacancies in large companies, 17.000 more than in the previous year (CBS, 2008b). The unemployment rate in the Netherlands has declined during the last years. Between February and April 2008, there were 157.000 people unemployed. From 1991 up until now, the unemployment rate in the Netherlands is lower than the unemployment rate in the other Euro countries. By the end of 2007, the unemployment rate in the Netherlands was 4% (Centraal Plan Bureau, 2006).

The labour market shortages are due to several reasons. First is the 'ageing society', which causes a lot of retirements in the next twenty years (CBS, 2008c). Second is the fact that every year fewer students engage in technical studies at higher levels. For example, the amount of first year technical students at higher educational levels declined from 13.640 in 1990 to 10.040 in 2006 (CBS, 2008c).

The scarcity at the labour market also concerns higher educated technicians in the 'Metalektro' sector, which is the sector for metal and electro-technical industry (FME CWM,

2008). This sector employs predominantly employees with a technical education. In the Metalektro, 27% of all workers followed higher education, 45% followed medium education and 28% only followed lower education. The scarce labour market makes it hard for organizations to find new employees, and even harder to find employees that have the right qualifications. Therefore a growing amount of organizations in the Metalektro is having problems in finding new technical employees (Loo et al, 2007).

1.3 Labour market shortages and the consequences for Eaton Holec

The above mentioned problems also concern Eaton Holec, which belongs to the Metalektro sector. Eaton Holec is part of the business segment Eaton Electric BV which is part of the Eaton Corporation, a worldwide producer of a diversity of products in four business segments: Electrical, Fluid Power, Truck and Automotive. Currently (May 2008), Eaton Holec employs about 1000 permanent employees and about 200 temp workers.

When examining labour market shortages in relation to Eaton Holec it can be seen that Eaton Holec especially has vacancies for higher educated employees that followed a study 'werktuigbouwkunde' or 'elektrotechniek'. However, the amount of first year students HBO and WO in the Netherlands that followed these studies declined between 1990 and 2006 from 3050 to 2070 (HBO) and from 3080 to 1200 (WO) (CBS, 2008c).

This research focuses on functions that are important for Eaton Holec and are very hard to fulfill. These functions often require higher technical education. Employees that are in those functions: (1) followed technical education at a higher level (HBO, HTS or WO) or (2) do not have higher technical education, but were promoted because of their experience, or (3) followed higher education other than higher technical education. Functions that will be examined in this research are from level J to L of the ISF function matrix (appendix 1) and functions from the HAY function matrix (appendix 2) of Eaton Holec. Only functions at the 'supply chain', 'engineering' (includes most employees of the former 'operations others' department), 'research & development', 'sales and marketing' and 'services' departments are examined, because they are most important to the organization and hardest to fulfill.

At the start of April 2008, Eaton Holec had 27 vacancies for these higher educated technicians. For some of these functions it takes up to a half year before vacancies are filled. Especially at the 'research & development' (R&D) department there are many vacancies, as can be seen in table 1.1. This high amount of vacancies is due to growth inside the department and is also a result of the labour market scarcity of people who are qualified for a R&D function. For the R&D vacancies higher technical education is more important than for the other departments, therefore it is harder to fullfill vacancies. There are approximately 35 higher educated technicians at Eaton Holec that are going to retire between 2008 and 2012, assumed that they will retire at an age of 62.

Department	Amount of vacancies	Higher educated technicians	% of total
Research & Development	15	51	29,4 %
Sales	5	103	4,0 %
Supply Chain	2	19	10,5 %
Engineering/ Operations Others	0	27	0,0 %
Services	5	35	14,3 %
Total	**27**	**235**	**11,5 %**

Table 1.1 The amount of vacancies for higher educated technicians (date 01-04-2008)

1.4 Research question

The main goal of this master thesis is to find out whether satisfaction with HR practices influences employee commitment, and how commitment influences turnover intention at Eaton Holec. Therefore, the following research question is developed:

What is the influence of satisfaction with HR practices on commitment of high educated technicians at Eaton Holec, and how does commitment influence their turnover intention?

In order to answer this research question, several sub questions need to be developed. First of all it is important to find out what is known in literature about turnover intention; it is illogical to examine commitment with the final goal to reduce voluntary employee turnover, when the impact of turnover intention is not known. Second, it is important to examine what is known in literature about commitment. Meyer et al. (1993) found that the prediction of turnover intention can be improved when different foci of commitment are used. Therefore a literature review should examine what foci of commitment are important when using commitment in the context of this research. Then it has to be examined what is known in literature about the relationship between the chosen foci of commitment and turnover intention. Fourth, it has to be examined what is known in literature about the influence of HR practices on the chosen foci of commitment; literature research will reveal what is already known about HR practices.

The empirical research at Eaton Holec should reveal the influence of satisfaction with HR practices on the chosen foci of commitment, and the influence of commitment on turnover intention. Finally, an advice is given to Eaton Holec, based on the outcomes of the research. Based upon the forgoing, the following subquestions need to be addressed:

Theory:
1. What is known in literature about turnover intention?
2. What is known in literature about commitment?
3. What foci of commitment are important in this research?
4. What is known in literature about the relationship between the chosen foci of commitment and turnover intention?
5. What is known in literature about HR practices?
6. What is known in literature about the relationship between HR practices and the chosen foci of commitment?

Practice:
7. What is the influence of the chosen foci of commitment on turnover intention at Eaton Holec?
8. What is the influence of satisfaction with HR practices at Eaton Holec on the chosen foci of commitment?

1.5 Relevance

The outcomes of this research have several relevancies. First, is the scientific relevance. Although many researchers have already examined the influence of commitment on turnover intention, there is not much literature about the influence of commitment on turnover intention that focusses on higher educated technicians. Next to that there is not much research that examines the relationship between satisfaction with HR practices, commitment and turnover intention at once. This research tries to reveal how satisfaction with HR practices influences turnover intention of high educated technicians through different foci of commitment.

The second relevancy is a social and especially a practical relevance. For Eaton Holec not only the labour market shortage and the retiring of current employees creates a problem in attracting higher educated technicians. For 2008-2012, Eaton Holec has set the objective to have a growth in sales of about 92% in 2012, compared to 2007. A part of this growth can be moderated by efficiency gains, but the other part can only be attained by employing more higher educated technicians, because more products should be sold and produced, which requires more machines and additional employees. This necessary growth of the labour force added to the existing labour market shortage and the retiring of a large amount of current higher educated technicians makes that Eaton Holec needs to attract and retain many higher educated technicians during the next years. This research will provide a framework that illustrates the importance of HR practices in relation to commitment and turnover intention of higher educated technicians at Eaton Holec.

2. Theoretical Framework

2.1 Introduction
There is evidence for a link between HR practices and - the three components of - organizational commitment (e.g. Allen & Meyer, 1990; Kinnie, 2005). On top of that, organizational commitment has been found to correlate with turnover intention (Meyer et al, 2002). Below, a theoretical framework is developed based upon these findings.

2.2 Turnover intention
If organizations want to retain their employees, they need to decrease employee turnover. Turnover can be voluntary or involuntary. Voluntary turnover is the decision of an employee to leave an organization. Involuntary turnover is the employer's decision to terminate the employment relationship (Shaw et al, 1998). Voluntary turnover is generally very costly and undesirable for organizations, because it costs an organization a lot of time to recruit, select and train a new employee (Buck & Watson, 2002). However there is also some evidence that organizations do not perceive all turnover as dysfunctional; turnover improves possibilities for innovation and flexibility, and reduces company blindness (Torka, 2003). On top of that, organizations will prefer underperforming employees to leave (Schyns et al, 2007). But although underperforming employees are preferred to leave, the well-performing employees are more likely to leave. This is illustrated by the research of Benson (2006). He found that participation in tuition-reimbursement was positively related to turnover intention, because it provides employees with more general and marketable skills. However, turnover intention was reduced for employees who were promoted after they earned a degree.

Shaw et al. (1998) made a distinction in two factors that possibly affect voluntary turnover: (1) the attractiveness of the current job and (2) the availability of alternatives. Organizations themselves have no influence on the availability of jobs in other organizations. However, organizations can provide alternatives for employees, such as enriching an employee's task or providing other job possibilities. This way employees can change jobs without changing employers. So if an employee wants to retain its employees, it is useful for the organization to focus on making the organization or job more appealing to employees than alternatives (Shaw et al, 1998). So it can be argued that voluntary employee turnover is a controllable activity which can provide a competitive advantage to those organizations that are able to understand and manipulate the phenomenon (Herman, 1997).

Turnover intention is found to be a strong and direct predictor of turnover (e.g. Bedeian et al, 1991; Sjöberg & Sverke, 2000) and can be described as "... *a conscious and deliberate wilfulness to leave the organization*" (Tett & Meyer, 1993, 262). However, employees can also be open to internal change (i.e. change within the organization). This internal change can comprise for example a promotion, a career change, a lateral change, task enrichment or relocation (Schyns et al, 2007).

2.3 Organizational commitment
The concept of commitment is already defined and measured in numerous articles (Meyer & Herscovitch, 2001). Some of the earliest and most influential work examined employees' commitment to employers (e.g., Meyer et al, 1993), and is named organizational commitment. Over the years, many definitions of organizational commitment have been developed (e.g., Allen & Meyer, 1990, 1996; Mowday et al, 1979; Porter et al, 1974). What becomes clear from all the definitions is that organizational commitment has to do with: (a) an attachment to the organization (b) identification with the goals of the organization (c) a willingness to exert

effort on behalf of the organization (d) an interest to remain with the organization (Buck & Watson, 2002; Mowday et al, 1979). In their meta-analysis, Meyer et al. (2002) concluded that organizational commitment was the most important determinant of employee turnover and turnover intention. So, since committed employees are less likely to leave the organization (Buck & Watson, 2002), it is beneficial for an organization to understand how to influence an employee's commitment.

According to Allen & Meyer (1996) organizational commitment should best be assessed in a multidimensional way by using three distinguishable components of commitment: affective, normative and continuance commitment. Their argument is that all three components have straightforward implications for staying with or leaving an organization and are conceptually different. Affective commitment is used to describe an individual's emotional attachment to, identification with, and involvement in an organization. Normative commitment is the term used to describe an individual's feeling of obligation to remain with the organization. Continuance commitment refers to an awareness of the costs associated with leaving the organization. So strong affective commitment refers to the fact that employees want to stay with the company, strong normative commitment refers to the fact that employees ought to stay with the company and continuance commitment refers to the fact that employees need to stay with the company (Meyer & Allen, 1991). In their research, McGee and Ford (1987) identified two distinct dimensions of continuance commitment. *"The first reflected commitment based on few existing employment alternatives, and the second reflected commitment based on personal sacrifice associated with leaving the organization"* (McGee & Ford, 1987, 638). They found that affective and continuance commitment possibly do not operate totally independently of one another. So, in other words, they suggest that affective and continuance commitment are related.

In their meta-analysis, Meyer et al. (2002) found that all three forms of organizational commitment correlate negatively with turnover intention; affective commitment was found to correlate most strongly, followed by normative and continuance commitment. However, correlations with other work behaviours (e.g. job performance, attendance) were somewhat different. They found that continuance commitment is unrelated, or even negatively related to desirable work behaviours. Consequently they argued for avoiding the stimulation of continuance commitment. Continuance commitment is also found to correlate negatively with both stress and work-family conflict. Affective and normative commitment are found to be highly correlated, which however, does not mean that they are the same. The high correlation could be explained by arguing that *"positive experiences that contribute to strong affective commitment also contribute to a feeling of obligation to reciprocate"* (Meyer et al, 2002, 40).

Commitment can take various forms (Meyer & Herscovitch, 2001), therefore, in literature, many different foci of commitment are formulated (e.g. Morrow, 1983). Foci of commitment can be defined as the 'groups' and the 'individuals' to whom an employee is attached. Becker et al. (1996, 465) argue that *"distinguishing among individual foci of commitment helps to explain variance in key dependent variables above and beyond that explained by commitment to organizations"*. So predicting turnover intention can be improved when different foci of commitment are used.

Currently, many researchers discuss the concept of a 'boundaryless career', which implies that the opportunities for an individual's career transcends any single employer (Arthur & Rousseau, 1996). As a result of those boundaryless careers, individuals increasingly are reliant upon the development of their skills and professional networks (Currie et al, 2006).

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This poses challenges for organizations in a way that they need to provide opportunities for individuals to develop their career possibilities. According to Hall & Mirvis (1995) the contemporary contract is shifting from a relational to a more transactional contract. The relational contract indicates that employees will remain loyal in return for job security; they value the relationship with their employer. In the transactional contract there is less emotional attachment to the organization; the organization is simply the place where individuals do their job (Millward & Hopkins, 1998). The shift towards a more transactional or boundaryless career indicates that individuals are becoming less committed towards the organization, and more orientated towards their job or their career.

2.4 Job commitment

In examining turnover intention, job commitment is important because it is particularly a job that the employee is contracted to do by the organization. According to Millward & Hopkins (1998, 1535) the job is the *"... immediate, local, and concrete source of experience that mediates or frames the development of contractual beliefs...*(while)*...the organization is a more distal, superordinate and abstract entity"*. They found that employees demonstrated a high job commitment while organizational commitment was only on a moderate level. They concluded that therefore, for employees, the concrete 'job' was more meaningful than the superordinate 'organization'. According to Mowday et al. (1982, 12) job commitment can be defined as *"... the strength of an individual's identification with and involvement in a particular job"* and is comprised of three main operational factors: a strong belief in and acceptance of the job-specific goals and values, a willingness to exert considerable effort for the job, and a definite desire to remain in that particular job (Milward & Hopkins, 1998). As far as known, not many research has been done on the concept of job commitment. Research often concentrates on job involvement or work involvement. However, Torka & Schijns (2008) make clear that there are differences between those two concepts and job commitment. They argue that *"Job commitment is not concerned with either the satisfaction of individuals' needs through the job (job involvement) or the importance of work in one's life (work involvement), but focuses on the question as to whether or not someone is attached to his/her job and why."* In their article, Torka & Schijns (2008) make a distinction in affective, normative and (high sacrifices or low alternatives) continuance commitment. They define an individual with a high affective job commitment as someone who 'likes his/her job'; an individual with high normative job commitment as someone who has certain norms and values towards the job; an individual with high sacrifices job commitment as someone who has a high perceived costs when leaving the job; and an individual with high 'low alternatives job commitment' as someone who perceives that there are few opportunities for alternative jobs. Some researchers have examined the relationship between job commitment and turnover and concluded that turnover decisions are directly affected by a decline in job commitment (Rusbult & Farrel, 1983).

2.5 Career commitment

In their article, Horwitz et al. (2003, 31) discuss knowledge workers, which are defined as having a *"... high level of skills/education, with technological literacy, high cognitive power and abstract reasoning"*. They argue that for knowledge workers there is a change towards lifetime employability, which implicates that they enjoy occupational advancement and mobility, resulting in commitment being more oriented towards their career than towards the organization. Meyer et al. (1993, 540) define 'career' as a *"planned pattern of work from entry into the work force to retirement"*. Several authors give definitions of career commitment. For example, Blau (1988, 295) defined career commitment as *"...one's attitude toward one's vocation, including one's profession"*. Career commitment is important because it provides

continuity in an era when organizations are unable to provide employment security (Aryee et al, 1994). Next to that, career commitment has been found to predict turnover (e.g. Blau, 1989; Jauch et al, 1980). Jauch et al. (1980) explain the usefulness of career commitment in predicting turnover intention. They suggest that if an individual is attached to a specific organization, this may result from identification with either a specific career or a set of peers. Bedeian et al. (1991, 332) argue that "... *if individuals are committed to a specific career, but not a specific organization or peer group, these latter orientations may be comparatively unimportant in predicting either turnover or turnover intentions, as long as the organization provides career opportunities"*. There should possibly be a minimum threshold for career commitment because career commitment differs between highly professional and less professional vocations. Blau (1989) wondered whether a minimum threshold for career commitment exists, and if so, what the boundary would be. Therefore he examined career commitment among bank tellers, and found that although they are not 'highly professional', they express career commitment (Bedeian et al, 1991). Employees with a high career commitment do not necessarily stay with the company, and likewise, because career commitment is associated with a broader set of referents than a specific job, it can be argued that a low career commitment it not necessarily related to turnover (Blau, 1985). If employees are more committed towards their career, and less committed towards the organization or job, these latter foci are comparatively unimportant in predicting turnover intention (Bedeian et al, 1991). Benson (2006) found that after employees gained more marketable skills, turnover intention was less for employees that were subsequently promoted than for employees that did not get promoted. This implicates that employees want to use their acquired skills and knowledge. So if the organization does not provide sufficient internal career opportunities, the employees will leave the organization.

Meyer et al. (1993) argue that, although the three component model was developed for analyzing the context of organizational commitment, it is reasonable to expect that the three components might also be applied to other domains. So there are also affective, normative and continuance components of career and job commitment.

2.6 Human resource practices

In an ideal situation, human resource practices (HR practices) are outcomes of HRM strategies in organizations. However, HR practices can also exist without a strategy, or even go against the strategy. HR practices can be described as the actual enactment of HR policies, usually by line managers. Employee attitudes are not so much influenced by HR policies, and the way they are intended, as by the way the policies are actually implemented by line managers and team leaders on a day-to-day basis (Kinnie et al, 2005). Wright and Boswell (2002, 264) argue that "... *any research attempting to demonstrate a relationship between HRM and firm performance stands on firmer ground when assessing the actual practices rather than the intended policies"*. This indicates that it is important to look at the employee perceptions of HR practices because employees may perceive the practices in a way different from intended (Whitener, 2001).

HR practices shape employee attitudes of what an organization is like and likewise shape work force attitudes (Ostroff & Bowen, 2000). Employees view HR practices as a 'personalised' commitment to them by the organization, which is accordingly reciprocated back to the organization (e.g. Hannah & Iverson, 2004; Whitener, 2001). Powell & Meyer (2004) argue for a focus on how HRM practices are perceived by employees. In their research on perceptions of pay, Folger & Konovsky (1989) and Greenberg (1990) included two

constructs: satisfaction and justice. Therefore it can be assumed that both constructs are useful in discussing perceived HR practices.

In literature, many HR practices are discussed; all having their own implications related to for example commitment, turnover or productivity (e.g. Arthur, 1994; Huselid, 1995; Shaw et al., 1998; Whitener, 2001). Some authors argue for the use of 'high performance', 'high commitment', or 'high involvement' practices (e.g. Gould-Williams, 2004; Guest & Conway, 1997) because they are found to positively relate to employee commitment, and negatively to turnover intention. Others (e.g. Whitener, 2001) argue for a distinction between commitment practices (which for example increase effectiveness and productivity) and control practices (which for example increase efficiency and reduce direct labour costs). Again others (e.g. Huselid, 1995) argue for a distinction between skill-enhancing practices (selection and training) and motivation enhancing practices (performance appraisal and compensation activities). More of these kind of distinctions can be found in literature, however they will not be discussed here.

So many different HR practices are known in literature. At this point it is important to have a framework of HR practices, in order to have some clarity about how to structure the HR practices. Beer et al. (1984) provide such a framework. They propose that HR activities can be placed under four HR policy areas. These HR policy areas should be addressed, whether or not an organization is unionized, whether blue-collar or managerial workers are involved, and whether the organization is growing or declining. The HR policy areas are: employee influence, human resource flow, reward systems and work systems.

2.6.1 Employee influence
Policies in the area of employee influence provide a cornerstone for the development of policies regarding the other three areas. 'Employee influence' can be defined as the hearing of employee's interests, and the possibility for employees to help shape a company's HR policies (Beer et al, 1984). For employees it is important that the organization is open for input, and that the organization is likely to act on that input (Allen et al, 2003). Employees can have influence with respect to diverse matters, such as business goals, pay, working conditions, career progression, employment security, or the task itself (Beer et al, 1984). Participation in decision making was found to correlate significantly with organizational commitment (e.g. Allen et al, 2003) and organizational turnover (e.g. Shaw et al, 1998).

2.6.2 Human resource flow
The HR policy area of HR flow includes the flow of people into, through, and out of the organization. Related matters are: job security, career development and advancement (Beer et al, 1984). Comprehensive training & development is about the extensiveness of a firm's training and development process (Whitener, 2001), and is found to relate to commitment (Snell & Dean, 1992). From their research, Buck & Watson (2002) found that there is a negative correlation between normative commitment levels and general training efforts. This may indicate that *"as employees receive additional training in how to function within a learning organization, they begin to realize that today's organizations are dynamic and that individuals are no longer expected to remain with one organization throughout their career"* (Buck & Watson, 2002, 189).

Another aspect of HR flow is developmental appraisal. Developmental appraisal measures whether performance appraisal is used for developing employees (Whitener, 2001). Individuals are *"likely to perceive well-designed, developmental performance systems as*

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indicative of the organization's support and commitment to them" (Whitener, 2001, 521). Snell & Dean (1992) found that developmental appraisal systems are related to commitment. Also growth opportunities were found to correlate significantly with organizational commitment (Allen et al, 2003). Huselid (1995) argued that promotion from within should enhance retention, and Batt and Valcour (2003) found that career development programs and job security explained a part of the variance in turnover intentions. However, these HR practices were found to influence turnover in opposed directions: presence of career-development benefits was associated with an increased probability to turnover, while job security tend to decrease turnover intention. Another important element is advancement, or the internal career opportunities the organization provides. This element is important because Bedeian et al. (1991) found that individuals with a high career commitment have a higher turnover intention if there are no proper career opportunities within the organization.

2.6.3 Reward systems

Reward systems practices are about the extend to which compensation should be used as an incentive, the mix between extrinsic and intrinsic rewards, and the extent to which rewards are tied to individual versus organizational performance. So an important aspect when discussing reward systems is the difference between extrinsic rewards (e.g. promotion, salary) and intrinsic rewards (e.g. feelings of competence, achievement). Extrinsic rewards are more tangible compared to intrinsic rewards (Beer et al, 1984). Almost every organization uses fringe benefits (e.g. pay for overtime, pay for employee insurance) as part of the compensation mix. However, what should be noticed is that in the Netherlands some of these fringe benefits are recorded in legislation by the government. Another important aspect in discussing reward systems is the equity of pay related to the internal and external market (Beer et al, 1984). Shaw et al. (1998) found that HR practices that signal investments in human capital (e.g. pay and benefits systems) should reduce organizational turnover. In their research among highly skilled technical, professional and managerial employees, Batt and Valcour (2003) found that salary partially explained the variance in turnover intentions. Fairness of rewards was found to correlate significantly with organizational commitment (Allen et al, 2003) and procedural fairness was found to reduce organizational turnover (Shaw et al, 1998). However, it can be argued that compensation systems only have limited potential for developing commitment among employees (Beet et al, 1984).

Two aspects of competitive and equitable compensation can be distinguished. First, externally equitable reward systems, which measures to what extent the organizational pay levels are competitive with similar organizations. Second, internally equitable reward systems, which measure to what extent the pay structure of the organization is equitable (Whitener, 2001). Individuals are *"...likely to perceive internally equitable and externally competitive compensation systems as indicative of the organization's support and commitment to them"* (Whitener, 2001, 521). Snell & Dean (1992) found that externally equitable reward systems and internally equitable reward systems are related to commitment. It seems that being recognized and rewarded fairly signals that an organization cares about the well-being of the employee and is willing to invest in them (Fasolo, 1995). Many organizations believe that their reward systems are relatively fair, however many employees would not agree (Allen et al, 2003). Buck and Watson (2002, 189) found that it *"...appears that individuals experience higher levels of affective commitment when institutions are concerned with paying their staff employees based upon the labor market rates"*. Gould-Williams (2004) found that performance related pay relates significantly to intention to quit and Becker et al. (1996) found that performance-contingent compensation systems were related to commitment.

2.6.4 Work systems

The term 'work systems' as used by Beer et al. (1984) is related to the arranging of people, information, activities and technology, and refers to for example job tasks, communication, skills, management style, and personnel policies and practices. From their research, Batt and Valcour (2003) could not find a significant relationship between work-design variables (e.g. decision autonomy, coordination responsibilities, use of flexible technology, work hours and travel demands) and turnover intention. Gould-Williams (2004) found that team working and communication had a significant effect on employee commitment and team working and job variety were found to relate significant negatively to intention to quit.

Kinnie et al. (2005) found that different satisfaction with HR practices have different implications on organizational commitment for three groups of employees: managers, professionals and workers. Organizational commitment of managers was explained by career opportunities, rewards and recognition, involvement, communication and work-life balance. Organizational commitment of professionals was explained by performance appraisal, rewards and recognition, involvement, communication, openness and work-life balance. The HR practices explaining organizational commitment for workers were rewards and recognition, communication, openness and work-life balance. What can be seen here is that rewards and recognition, communication and work-life balance are important for all groups. Openness is important for workers and professionals, but not as important for managers. This is probably because of the fact that they are managers, which generally are the persons that decide themselves about openness to other employees. So while workers and professionals expect openness, managers are the ones that should provide openness. Involvement is important for both managers and professionals. The finding that involvement is not that important for workers could probably be explained by the idea that workers just want to do their job, and are not interested in what is going on in the top of the organization as long as they are able to do their jobs and receive salary. From these results it can be seen that managers and professionals focus more on career opportunities and performance appraisal, so they are more concerned with their flow through the organization.

It has been found that the initial stages of employment are highly critical in generating loyalty and commitment; therefore it is important to pay attention to how employees are introduced into the organization. Hiltrop (1999) found that the recruitment process is very important in relation to building commitment. He examined the use of 'realistic job previews' in order to provide a more positive initial experience for new employees. His findings indicate the importance of a realistic preview in the recruitment process. So it can be argued that in attracting and selecting employees, it is important to provide realistic job previews (Hiltrop, 1999). Therefore Eaton Holec can communicate the satisfaction with HR practices to possible new employees, and this way try to attract them by showing them the organization is an attractive employer. Shaw et al. (1998) argued that an organization must make itself more attractive to (future) employees, having HR practices that employees are satisfied with and build commitment on, can help increase attractiveness of the organization.

2.7 Research model

After discussing the most important literature in this research field, it is now time to develop a research model. Previous research found that turnover intention is related to organizational commitment. Therefore, the outcome variable in this research is turnover intention. Organizational, career and job commitment are found to be important variables when discussing turnover intention. However, as organizational and job commitment are found to be negatively related to turnover intention, for career commitment there are no univocal

relationships found, because the relationship seems dependent on internal career opportunities. Organizational commitment is found to have a positive relationship with work experiences, such as perceived HR practices. Because of time constraints only the satisfaction construct of perceived HR practices is examined. However Colquitt et al (2001) found that justice and satisfaction are positively related. Therefore it can be argued that perceived justice and satisfaction with HR practices are also positively related. It is assumed that there is also a positive relationship between satisfaction with HR practices and career and job commitment, because satisfaction with HR practices makes it more likely that an individual's career and job expectations are met and consequently career and job commitment will be higher. Based upon the previous, the following 'basic' model is developed:

Satisfaction with HR practices	→	Organizational Commitment	→	Turnover Intention
	→	Career Commitment	→	
	→	Job Commitment	→	

Figure 2.1 Basic research model

Based upon the literature, this model can be extended in order to get a further detailed model. This detailed model can be seen in appendix 3.

Organizational commitment was argued to be best assessed using three distinguishable components, however, Meyer et al. (2002) found that affective and normative commitment are more strongly correlated to desirable outcomes (e.g. turnover) than continuance commitment. Next to that, continuance commitment is found to be unrelated, or negatively related to other desirable work behaviours. A negative relationship is contrary to what is wishfull in increasing turnover intention, therefore this research will only examine affective and normative organizational commitment. Because it has been found that affective and normative commitment are stronger related to turnover intention than continuance commitment, it is likely that examining affective and normative commitment alone is enough to get conclusions about lowering turnover intention. Meyer et al. (1993) argued that the three component model of organizational commitment could also be applied to other domains. Based upon this assumption, affective and normative levels of career and job commitment will be examined. A distinction in these components provides an indication of how HR practices influence commitment; it is expected that when an individual is affectively committed it has another impact on turnover intention compared to when an individual is normatively committed. Commitment is found to be influenced by HR practices. These HR practices are according to Beer et al. (1984) divided into four main policy areas: employee influence, human resource flow, reward systems and work systems.

The components of organizational commitment can also be applied to job commitment and job commitment is found to be related to turnover (intention), therefore it is assumed that also both affective and normative components of job commitment are negatively related to turnover intention. So both organizational and job commitment are expected to have a negative relationship with turnover intention. It could be argued that nowadays career commitment is becoming more important compared to organizational and job commitment. Therefore it could be assumed that organizational and job commitment are becoming less important in predicting turnover intention (Bedeian et al, 1991). Previous research did not

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find a univocal relationship between career commitment and turnover intention. The varying findings were attributed to the influence of career opportunities within the organization. This means that employees with a high career commitment, can continue their career in an organization different from the current one if the current organization does not provide the right opportunities for an internal career. Therefore it could be argued that the relationship between career commitment and turnover intention is positive if there are no adequate career opportunities within the organization. On the contrary, the relationship can be negative if the organization provides adequate internal career opportunities. So, the relationship between career commitment and turnover intention is expected to be dependant on internal career opportunities. Based upon the previous, the following hypothesis are formulated:

H1: Organizational commitment will be negatively related to turnover intention
H2: Job commitment will be negatively related to turnover intention
H3: Internal career opportunities moderate the relationship between career commitment and turnover intention

The components of organizational commitment were found to correlate negatively with turnover intention with a stronger relation for affective commitment followed by normative commitment. This could possibly be explained by the idea that affective commitment is about individuals that want to stay with the company, and normative commitment about employees that feel that they ought to stay with the company (which is less about what the individual really wants) (Meyer et al, 2002). In line with the findings for organizational commitment it is assumed that the affective measures of all commitment foci are more strongly related to turnover intention than the normative measures of all commitment foci. Based upon this assumption the following hypothesis is formulated:

H4: Affective commitment and turnover intention will be more strongly related than normative commitment and turnover intention

Satisfaction with HR practices is argued to relate positively to the three foci of commitment, so it can be argued that all elements of satisfaction with HR practices have a positive relationship with all components of the commitment foci. Normative commitment levels are used to describe an individual's feeling of obligation to remain with the organization. So it can be argued that normative commitment levels are higher if an employer invests in the employees, because employees view HR practices as a 'personalised' commitment to them by the organization, which is accordingly reciprocated back to the organization (e.g. Whitener, 2001). Benson (2006) argued that training opportunities are viewed by employees as benefits and are therefore are related to affective commitment. He based his argument on Meyer & Smith (2000, 327) who found that "... *to a large extent, employees' sense of obligation to remain with the organization might be due to the same experiences, including fair and supportive HRM practices, that contribute to their desire to remain.*" Based on these assumptions, it can be argued that HR practices that increase normative commitment also increase affective commitment. HR practices that are about investments in employees are especially HR flow (e.g., training and development) and reward systems. However, it was found that "... *as long as pay was not seen to be insultingly out of line, other things mattered much more*" (Hiltrop, 1999, 424). So it could be argued that reward systems are not always perceived as an additional investment in an employee. Concluding, it could be assumed that compared to other satisfaction elements, HR flow has a stronger relationship with normative and affective commitment.

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Kinnie et al. (2005) found that individuals in higher functions (managers and professionals) are influenced more by HR flow practices such as performance appraisal and career opportunities compared to individuals in lower functions (workers). Referring to the Maslow (1943) theory, it can be argued that employees in higher functions which earn a high salary are not more committed if they get more salary. So it can be assumed that reward practices do not have as much influence on career commitment as HR flow practices have. Work systems practices are found to be important HR practices for all employee groups (Kinnie et al, 2005), so they can be argued to be of basic importance. Based on the theory of Maslow (1943), work systems practices are assumed to be needed to foster commitment, however they have less influence on increasing commitment. Therefore, compared to HR flow practices, work systems practices can be argued to be of less importance in creating career commitment. Involvement is found to be important for both managers and professionals (Kinnie et al, 2005). A basic aspect of employee influence is employee involvement; if employees are not involved, they can not exercise influence. So it can be argued that influence and involvement are related. Beer et al. (1984) argue that policies in the area of employee influence provide a cornerstone for the development of policies in the other areas, therefore it could be argued that they, just like work systems practices, could be regarded basic practices and therefore are of minor importance in explaining commitment, compared to HR flow policies. Based on the previous, it can be argued that HR flow practices have a stronger influence on career commitment, than the other HR policy areas. Therefore, the following hypothesis are formulated:

H5:	Satisfaction with HR practices will be positively related to both affective and normative levels of all foci of commitment

H6:	Satisfaction with HR flow and commitment will be more strongly related than satisfaction with other HR policy areas and commitment

Some of the above mentioned hypotheses include a lot of sub hypotheses. A specification of all these sub hypotheses can be found in appendix 4.

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3. The Organization

3.1 Eaton Holec, Hengelo
Eaton Holec in Hengelo is part of Eaton Electric BV, which in turn is part of the American 'Eaton Corporation'. Eaton is a worldwide producer of a diversity of products in four business segments: Electrical, Fluid Power, Truck and Automotive. For more than a century, Eaton Electric BV develops, produces and sells medium and low voltage products and project solutions in order to suit installation requirements throughout utilities, industrial, commercial and residential sectors. At the 3rd of February 2003, Eaton Corporation took over Holec Holland NV, which from then, was called Eaton Holec. Eaton Holec produces product lines for Medium Voltage Systems, Low Voltage Systems and Low Voltage Components and had a sales of € 147 million in 2007 (Eaton Holec). Currently (June 2008), Eaton Holec employs about 1000 permanent employees and about 200 temp workers. In appendix 5 an overview is given of the Eaton Corporation mission, vision, core values and philosophy, which are also applicable to Eaton Holec. Eaton Holec is organized according to a complex matrix structure, however because this research is only about the departments 'supply chain', 'engineering', research & development', sales & marketing' and 'services', this complex structure will not be discussed. An overview of the strategic objectives of Eaton Holec up to and including 2012 can be seen in appendix 6.

3.2 Human resource department – vision & mission
Based upon the Eaton Corporation values, the HR department has formulated a vision and mission, which can be seen below in figure 3.1.

Vision:	*"People are our strength and the key to success."*
Mission:	*"The HR department of Eaton Holec wants, in accordance with the Eaton Business Strategy, to contribute to the realising of an excellent work environment, with the most committed employees, becoming the most admired company."*

Figure 3.1 Eaton Holec HR – vision & mission
Source: Employee guidebook, June 2008

3.3 HR policies & practices - Employee influence
Eaton Holec has several practices for communication and employee influence. These can be divided according to their main goal (communication or employee influence and voice).

3.3.1 Communication
Newsletter - Eaton Holec has a weekly newsletter -@ttentie- which is spread in hard copy, and on the intranet.
All Employee Meeting – Every month there is an all employee meeting, in which the Managing Director informs all employees about the company results of the last months.

3.3.2 Employee influence and voice
Works Council - Eaton Holec has a works council, which is divided into six groups (EH intranet): (1) financial committee (2) public relations (3) social policy (4) health & safety (5) committee for new ideas (6) community fund.
Round Table Meetings - Every month there are round table meetings. During these meetings some employees of different departments and functions are invited to share thoughts with the Managing Director. Employees can ask questions and propose new ideas. Every month there are other employees invited to these round table meetings.

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<u>Department/ work consultations</u> – Depending on the department an employee works in, there are regular department and/or work consultations.

3.4 HR policies & practices - HR flow

Eaton Holec has several practices for HR flow, which include practices for the introduction of new employees, practices for training & development, and practices for horizontal and vertical mobility. Each of these practices is discussed below.

3.4.1 Introduction of new employees

The Eaton introduction process has several goals (Employee guidebook, June 2008):
- Giving a good first impression
- Giving the new employee a 'welkom' feeling
- Making a foundation for functioning at Eaton Holec
- Making a foundation for a career within Eaton (Holec)
- Coordinating the orientation process
- Meeting administrative obligations
- Informing about Eaton Holec directives, procedures and rules

Every new employee is introduced in the organization, based on his/her function, and receives a standard introduction including for example information about Eaton values & philosophy, ethics and the Eaton Business System (Employee guidebook, June 2008).

3.4.2 Training & development

The knowledge, skills and capabilities of employees are build using education and training, and contribute to high performance to achieve the overall business objectives. Therefore each employee should participate for at least 40 hours in training and education each year (Education, Training & Development plan 2004-2008). Eaton employees can follow courses by use of the online Eaton University. Next to that there are possibilities for on-the-job training, on-site training and external training. Eaton Holec has a compensation system for training expenses. Expenses are compensated based on three categories: (1) needed for the function & career developing, 100% compensation (2) desirable, 100% compensation (3) self development, 40% compensation and an additional 10% compensation if a diploma or certificate is gained. Also a compensation is given of book and travelling expenses (Employee guidebook, June 2008).

3.4.3 Horizontal & vertical mobility

Eaton Holec has a policy which has the goal to fulfilling vacancies preferably internal. This in order to give employees opportunities to develop and extent their qualities. If it is expected that a vacancy can not be fulfilled internally, Eaton Holec will attract employees externally (Employee guidebook, June 2008). Employees have the possibility to go on an internal training period within another department. The idea behind this internal training period is that employees can have a look at what their colleagues at other departments do, and as a result, learn about the organization.

3.5 HR policies & practices - Reward system

Eaton Holec has a reward system based on pay-for-performance. Next to that Eaton Holec has several secondary labour conditions. These are discussed below.

3.5.1 Primary labour conditions

Functions are rewarded based on the salary scale the functions are in. Two salary scales are used: (1) the ISF function matrix which contains functions from scale 'B' to scale 'L' and (2) the HAY function matrix which is from salary scale 'L' and up. The performance appraisal system at Eaton is called APEX. APEX is one of the standard processes within the Eaton Business System. APEX stands for Achieving Performance Excellence, which is also the main goal of using APEX. In order to achieve this goal, APEX makes use of the following steps: (1) developing and keeping up with the goals (2) selecting the needed competences (3) creating a development plan (4) giving and receiving feedback and (5) completing the appraisal evaluation. APEX is applied to all employees; for employees in salary scales up to J, APEX Off-line is used (a paper version of APEX), for employees from salary scale J and up, APEX On-line is used. Employees in a salary scale lower than J can ask for using APEX on-line, if they sign a written declaration. There is no difference in the on-line and of-line system.

There are three important phases in the APEX process (Employee guidebook, June 2008):
- Planning – (January - March) In this period a plan for the coming year will be developed. This plan includes goals, specific competences for the function and a development plan.
- Execution – (during the whole year) During this phase, the plan will be executed. There will be coaching and feedback conversations, and an evaluation conversation with the supervisors in the period between June and August.
- Evaluation – (November - February) In this period, the plan will be evaluated and there will be an appraisal conversation. The conversation will also be about how to improve performance in the future.

Outstanding	O1 0%	O2 2%	O3 3%	O4 4,5%	O5 6%
Highly effective	H1 0%	H2 1,5%	H3 2,5%	H4 4%	H5 5%
Performing well	P1 0%	P2 1%	P3 2%	P4 2,5%	P5 3%
Needs improvement	N1 0%	N2 0%	N3 0,5%	N4 1%	N5 1,5%
Underperforming	U1 0%	U2 0%	U3 0%	U4 0%	U5 0%
PIP	1	2	3	4	5

Figure 3.2 The APEX evaluation system
Source: Employee guidebook, June 2008

The employees are evaluated based on a two double evaluation system; an alphabetic system to evaluate goal achievement and an numerical system to evaluate competences (see figure 3.2). The alphabetical system is about the result, or the 'what', and is evaluated as being: Outstanding, Highly effective, Performing well, Needs improvement and Underperforming. The numerical system is about the use of competences in achieving the result, or the 'how'. This evaluations can be from 1 to 5. '1' is indicative for a person who does not use his/her skills and a '5' is indicative for a person who can be seen as an example for others, who makes excellent use of competences. Based on the percentage of salary increase which is coupled with the APEX score, an employee's salary will be increased until the maximum of the salary scale is achieved. For employees that are performing less than can reasonably be expected, a performance improvement plan (PIP) will be developed. If an employee does not agree with the evaluation, he or she can make objection to his second level manager. If the

objection is rejected, the employee can make objection to the HR department. The HR director will decide about the final score (Employee guidebook, June 2008).

Next to the APEX system, Eaton Holec employees can get a share in the profit, if the company result allows it. Part-time employees get their share according to the amount of working hours (Employee guidebook, June 2008).

3.5.2 Secondary labour conditions
Eaton Holec has a diverse package of secondary labour conditions, among other things:

- ADV/ vacation days - Every full-time employee has 13 'ADV' days, which can be filled in on the work roster with a minimum of four hours each time. Eaton Holec can plan some fixed 'ADV' days after consultation with the work council. Conform the Metalektro collective employment agreement, every full-time employee also has 25 vacation days, which can be planned in accordance with the supervisor. Every employee that reaches the age of 50, gets some additional vacation days according to table 3.1. Part-time workers receive their vacation and 'ADV' days according to the amount of working hours (Employee guidebook, June 2008).

Age at the 1st of July	Extra vacation days
50 - 54	3
55 - 57	5
57 - 58	7
58 - 59	10
60	12
61	13
62	17
63	22
64 and older	29

Table 3.1 Age & vacation days
Source: Employee guidebook, June 2008

- Social Fund - In 1986 the 'Social Fund Holec' foundation is established; this foundation still exists. The goal of this foundation is to give financial support on a social level (i.e. glasses, contact lenses, dental treatment, appliances). For employees participation in this foundation, with a premium of 0,25% is mandatory (Employee guidebook, June 2008).
- Compensation of travel expenses – Every employee receives a compensation of travel expenses, except for those with a lease car or a public transport car. The compensation is € 0,19 pro kilometre (Employee guidebook, June 2008).
- Reduction in assurance expenses (Centraal Beheer Achmea) - Eaton Holec employees can get a reduction in assurance expenses at Centraal Beheer Achmea.
- Bicycle Plan - Eaton Holec employees can get a tax advantage if they buy their new bicycles by making use of the Eaton bicycle plan.
- 'Levensloop' regulation / 'Spaarloon' regulation - Eaton Holec employees can choose for participation in the 'levensloop' regulation or the 'spaarloon' regulation. One can not participate in both regulations at the same time. The advantage of the 'levensloop' regulation is that employees can safe a part of their salary which can be used after a few years for a paid leave. The 'spaarloon' regulation makes it possible for employees to safe a part of their salary for a few years which in turn gives a tax advantage on the money that is saved.
- Reductions on for example childcare, mortgage and energy (CCT) - Eaton Holec is connected to the Career Centre Twente (CCT), which makes these reductions possible for all employees of all organizations that are connected to them.
- Collective medical expenses insurance (Zilveren Kruis Achmea) - employees can get a reduction of 10% on the basic medical assurance and a reduction of 15% on the additional medical assurance.
- Insurance for accidents - Eaton employees and family members can get an accident insurance which provides them with a shortage in the premium they have to pay.

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3.6 HR policies & practices - Work systems
Eaton Holec makes use of several work systems. The most important system is the Eaton Business System (EBS). This system, which is at the heart of the Eaton strategy for becoming a premier diversified industrial, is an integration of the foundation elements (vision, mission, values and philosophy), tools and processes that are argued to give Eaton Holec a significant advantage when they are deployed as prescribed across the organization. EBS tries to grow and increase profitability by (1) fuelling growth and innovation (2) retaining cash (3) increasing profit margins and (4) decreasing costs (EBS/ EH intranet).

The Eaton Business System includes two major areas of excellence: operational excellence and functional excellence. Operational excellence represents the tools and processes that drive performance excellence. Global requirements are met through the following tools (EBS/ EH intranet):

- PROLaunch – This disciplined and comprehensive project management system is used to produce high-quality solutions.
- Eaton Lean System/ Six Sigma – This system is used to achieve ongoing productivity improvements, reductions in cycle times, and efficient use of resources.
- Supply Chain Management – This system is used for optimizing value chain profitability, quality, efficiency and competitiveness with standardized tools and global sourcing.
- Fixed Capital Optimization – This system is used for making an advanced strategic evaluation in support of build or buy decisions.
- Eaton Quality System – This system tries to reduce variability in products and services through compliance with international quality standards.
- Environment, Health & Safety – This system tries to ensure compliance with environment, health and safety regulations across all Eaton facilities.

Functional Excellence represents the critical support, which makes it possible to break free the time to implement high performance tools of Operational Excellence and accelerate the continued path of growth. The specialized expertise that is represented in Functional Excellence, stops inefficient replication of processes and makes it possible to focus on breakthrough innovation, customer satisfaction and growth. The following departments are part of the Functional Excellence (EBS/ EH intranet):

- Human Resources – Driving a standardized, high-performance culture and organizational effectiveness.
- Information Technology – Advancing the execution of the businesses through an efficient technical infrastructure.
- Finance – Ensuring financial integrity, accountability and credibility.
- Legal – Safeguarding business assets and ensuring compliance.
- Public & Community Affairs – Fulfilling the civic responsibilities for strengthening the communities.
- Communications – Managing Eaton's reputation and influencing constituent behavior to align with company strategies and goals.
- Sales & Marketing – Delivering and capturing competitive, distinctive value for customers through superior insights, tailored offerings, pricing excellence and world-class sales.
- Technology – Developing and harnessing value-added innovation to provide product design concepts.

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3.7 Exit interview analysis
From 2006 Eaton Holec conducted exit interviews for all employees that left the organization voluntarily. All 37 exit interviews that were done up until the end of April 2008 were analysed. Below an overview is given of the results of this analysis.

3.7.1 Reasons for leaving Eaton Holec
In table 3.2 an overview is given of the reasons for leaving Eaton Holec. If employees leave because of problems with employee influence, HR flow, reward systems or work systems, this is interpreted as unwanted turnover. Turnover because of pension or other (often personal) issues can not be prevented. It can be seen that the percentages for HR flow and Work systems are relatively high. For HR flow especially a lack of internal career opportunities was mentioned as a reason for leaving.

Table 3.2 Number of exits sorted by reasons for leaving	2006	2007	2008	Total	%
Employee Influence		1		1	2,7 %
HR flow*	5	7		12	32,4 %
Reward Systems		1		1	2,7 %
Work systems	3	3	4	10	27,0 %
Pension		3	5	8	21,6 %
Other		3	2	5	13,5 %
Total	8	18	11	37	100%

* Especially lack of internal career opportunities was mentioned

3.7.2 HR policies & practices
In the exit interviews, employees were asked to rate HR policies and practices from 1 (very bad) to 5 (very good). The average ratings for these HR policies and practices are given in table 3.3. What can be seen from this table is that there are no really extreme values. On average, internal communication, primary labour conditions, secondary labour conditions, APEX, the introduction programme and training policies are judged medium (3) to good (4), while career opportunities and development possibilities are judged bad (2) to medium (3). There is no information on work systems in these ratings.

Table 3.3 Judgement of HR policies and practices	2006	N	2007	N	2008	N
Employee Influence Internal communication	3,9	8	3,6	16	4	10
Reward Systems Primary labour conditions	3,3	8	3,6	16	3,6	10
Secondary labour conditions	3,8	8	3,8	16	3,4	10
APEX	2,9	8	3,8	14	3	10
HR flow Introduction Programme	3,2	5	3	10	3,7	3
Career opportunities	3	8	2,6	14	2,9	8
Development possibilities	3	8	2,6	14	3	9
Training policy	3,1	8	3,2	16	3,8	9

Comparing table 3.2 and 3.3, it can be seen that the HR policies and practices that score lowest in judgements (career opportunities and development possibilities) are also most often the reason for leaving the company.

4. Research design

4.1 Introduction
In this chapter, the research design will be discussed. Paragraph 4.2 gives a description of the research method that has been used for the study. The measures used in the research are being discussed in paragraph 4.3.

4.2 Research method
After finishing the theoretical chapter, a meeting was organized for all HR Specialists, the HR director and the lead analist compensation/benefits in order to discuss the research, and to see if all important items were included in the research. This meeting can be seen as a form of expert consultation, because the HR employees should now about what is happening in the organization. None of the experts mentioned any important aspects to add to the research.

For this research quantitative data were used, which were collected using a questionnaire. The questionnaire was spread among employees of Eaton Hengelo, from salary scale J and up, from the departments 'supply chain', 'engineering' (former 'operations others'), 'research & development', 'sales & marketing' and 'services'. In total a number of 235 employees fit this description. The questionnaire was hosted by www.thesistools.com. This website makes it possible to develop and distribute an online questionnaire for free. The items in the questionnaire were in English, because of several reasons:

- Many already existing items used in the questionnaire were developed and tested in English, producing an English questionnaire would reduce translation problems.
- The research report is in English, because Eaton is an American company, so producing an English questionnaire, again would reduce translation problems.
- The employees that were asked to fill in the questionnaire were employees from salary scale J and up, so employees in 'higher functions'. Therefore it was expected that these people would not have any difficulties in reading English, especially in the international company that Eaton Holec is.

The email that introduced the questionnaire was written in Dutch and in English and explained the relevance of the research. Some days before sending the email with the hyperlink to the questionnaire, an introduction email was sent to all 235 employees. The email explained the relevance of the research, and told employees that they would receive the questionnaire on the 10th of June. On the 12th and 17th of June a reminder was sent to all 235 employees.

The questionnaire existed of 87 items. These items were about satisfaction with four HR practices (employee influence, HR flow, reward systems and work systems), affective and normative commitment with three foci (organisation, career & job) and turnover intention. Also 8 items were included to measure employee characteristics.

Before sending the questionnaire to the employees, the content was tested by the HR director, an HR specialist and the lead analist compensation/benefits. Main goal of this test was to see if all important items were included in the questionnaire, and if the questionnaire was user friendly. None of the 'testers' did encounter any problems in filling in the questionnaire. For getting an overview of all HR policies and practices at Eaton Holec which were mentioned in chapter three, the employee guidebook was analysed. Also additional information material about HR policies and practices, such as brochures were analysed. All policies and practices were recorded and checked by the HR Specialist and the Lead analist compensation/benefits.

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They did not find any important policies or practices to add to the list. This consultation can be seen as expert consultations, because the HR employees are the ones that should know everything about the HR practices at Eaton Holec.

4.3 Measures
This paragraph discusses the measures for every variable examined in the questionnaire. In appendix 7, an overview of the entire questionnaire is given. Except for the questions about the employee characteristics, all items were scored on a 5-point Likert scale, ranging from 1 (very unsatisfied/ strongly disagree) to 5 (very satisfied/ strongly agree).

Employee characteristics; items 1-8
The employee characteristics were measured using eight items, and were used to determine the nature of the respondents. The items were as follows:
   (1) gender; male or female
   (2) age; no categories
   (3) respondents were asked if they were having a partner and were living together; no partner; living together with a partner; having a partner but not living together
   (4) number of children; 0 children; 1 child; 2 children; 3 or more children
   (5) respondents were asked for the highest education they followed; secondary education; lower technical education (LTS); medium technical education (MTS); higher technical education (HTS); lower vocational education (LBO), medium vocational education (MBO); higher vocational education (HBO); university; other
   (6) the time the respondent works for Eaton Hengelo; categories: 0-6 months; 6 months – 1 year; 1-3 years; 4-5 years; 5-10 years; more than 10 years
   (7) the department were the respondent works; Research & Development; Engineering; Sales & Marketing; Services; Supply Chain; other
   (8) the time the respondent works in his/her current function at Eaton Hengelo; categories: 0-6 months; 6 months - 1 year; 1-3 years; 4-5 years; 5-10 years; more than 10 years

Satisfaction with employee influence (SEI); items 9-17
Satisfaction with employee influence was measured using a scale of nine items, which was developed by Torka et al. (2008). Three dimensions were measured in the questionnaire: satisfaction with communication, satisfaction with voice and satisfaction with employee influence. Each dimension was measured using three items. The original items were translated from Dutch to English. The items included for example 'how satisfied are you with information you get about (changes in) your job?' (item 9), 'how satisfied are you with the degree in which you are being asked for your opinion about (changes in) departmental matters?' (item 13), 'how satisfied are you with the degree in which you actively have influence on (changes in) matters that concern Eaton Hengelo as a whole?' (item 17).

Satisfaction with reward systems (SRS); items 18-35
Satisfaction with reward systems was measured using a scale of 13 items, which was developed by Heuvel & Thierry (1995). Two dimensions were measured in the questionnaire: satisfaction with primary labour conditions and satisfaction with secondary labour conditions. The first dimension was measured using nine items, the second using four items. The original items were translated from Dutch to English. The items included for example 'I receive a fairly amount of salary for my job' (item 18), 'compared to what I could earn elsewhere in a comparable function, my current salary is favourable' (item 24), 'Eaton Hengelo has more ample secondary labour conditions than other organizations' (item 30).

It was assumed that the pay-for-performance system (APEX) used at Eaton Hengelo could influence satisfaction with reward systems. Therefore five additional items were developed for measuring satisfaction with APEX. Together with the items on primary and secondary labour conditions, these items were assumed to form a consistent measure of satisfaction with reward systems. An example of an item measuring satisfaction with APEX is 'how satisfied are you with the fairness of APEX in appraising your performance?' (item 33).

Satisfaction with HR flow (SHRF); items 36-40
Satisfaction with HR flow was measured using a scale of five items, which was developed by Torka et al. (2008). Three dimensions were measured in the questionnaire: socialisation (1 item), training & development (2 items) and horizontal & vertical mobility/ internal career opportunities (2 items). The original items were translated from Dutch to English. The items included for example 'how satisfied are you with the support during your first six months at Eaton Hengelo?' (item 36), 'how satisfied are you with the possibilities to attend training?' (item 38), 'how satisfied are you with the possibilities to get a higher function at Eaton Hengelo?' (item 40).

Satisfaction with work systems (SWS); items 41-48
Satisfaction with work systems was measured using a scale of eight items, which was developed by Torka et al. (2008). Each of the items measured a different dimension: alternation, challenge, autonomy, role ambiguity, feedback, fit with personality, task significance and task identity. The items were translated from Dutch to English. The items included for example 'how satisfied are you with the variation in your function?' (item 41), 'how satisfied are you with the clarity about what to do in your job?' (item 44), 'how satisfied are you with the complexity of your job?' (item 48).

Affective Organizational Commitment (AOC); items 49-54
AOC was measured using a scale of six items, which was developed by Meyer et al. (1993). The items included for example 'I really feel as if the problems of Eaton Hengelo are my own' (item 50), 'Eaton Hengelo has a great deal of personal meaning for me' (item 54).

Normative Organizational Commitment (NOC); items 55-60
NOC was measured using a scale of six items, which was developed by Meyer et al. (1993). The items included for example 'even if it were to my advantage, I do not feel it would be right to leave Eaton Hengelo now' (item 56), 'I would not leave Eaton Hengelo right now because I have a sense of obligation to the people in it', (item 59).

Affective Career Commitment (ACC); items 61-66
ACC was measured using a scale of six items. The items were developed from adapting the six item scale for affective occupational commitment of Meyer et al. (1993). The items included for example 'this career is important to my self-image', (item 61), 'I am proud to be in this career' (item 63).

Normative Career Commitment (NCC); items 67-72
NCC was measured using a scale of six items. The items were developed from adapting the six item scale for normative occupational commitment of Meyer et al. (1993). The items included for example 'I believe people who have been trained in a particular career have the responsibility to stay in that career for a reasonable period of time' (item 67), 'I am in my career because of a sense of loyalty to it' (item 72).

Affective Job Commitment (AJC); items 73-77
AJC was measured using a scale of five items, which was developed by Torka et al. (2008). The original items were translated from Dutch to English. The items included for example 'my job is interesting' (item 73), 'I am proud of my job' (item 76).

Normative Job Commitment (NJC); items 78-84
NJC was measured using a scale of seven items, which was developed by Torka et al. (2008). The original items were translated from Dutch to English. The items included for example 'in my opinion it is important to do my job the best I can' (item 78), 'in my opinion it is important that people are satisfied with the job I am doing' (item 84).

Turnover Intention (TI); items 85-87
Turnover intention was measured using a scale of three items, which was developed by Mobley et al. (1978). The items included for example 'I am actively searching for an alternative to Eaton Hengelo' (item 86).

5. Analyses & results

5.1 Introduction
This chapter will give an overview of the results of the questionnaire, and the analyses of the results. In paragraph 5.2 an exploration of the data will be given. Paragraph 5.3 & 5.4 give an overview of the missing value analysis and the One-way ANOVA analysis for the control variables. Paragraph 5.5 discussed the regression analysis on the commitments and on turnover intention and paragraph 5.6 discusses the moderator analysis. The test of the hypotheses is discussed in paragraph 5.7.

5.2 Data exploration
Below an exploration is given of the data received from the questionnaire. The questionnaire was online from the 10th of June till 22nd of June. In total 235 Eaton Holec employees were asked to fill in the questionnaire. A total of 124 respondents started filling in the questionnaire, however 12 of them cancelled the questionnaire before ending it. So only 112 respondents completed the questionnaire. Therefore the response percentage for all respondents was 52,8%, and the response percentage for respondents that completed the questionnaire was 47,7%.

In appendix 8 an exploration of the data can be found. What becomes very obvious from the table is that the majority of respondents is male (97,6%), which is not surprising because Eaton Holec is a very technical oriented organization, and does not employ many female employees in the functions that were examined in this research. What is remarkable is that none of the respondents were from the 'engineering' department. A possible explanation for this is that shortly before the questionnaire was distributed, there were changes in the department classifications. There was a category 'operations others' until shortly before the questionnaire was distributed. In the new classification, most employees from the 'engineering' came from the 'operations others' category. It is possible that employees were not completely informed about this change. In line with this reasoning it could be argued that employees in the 'operations others' category interpreted the option 'other' in the questionnaire as the 'operations others' category. The respondents were only medium, higher or university educated. None of the respondents did only follow lower education. This result was expected because of the focus of this research. The mean age of the respondents is 45 years. Most of the respondents (72,1%) are between 36 and 55 years old (Age_{36-45} = 43,4%; Age_{46-55} = 28,7%) and the majority of respondents (70,2%) works at Eaton Holec for more than 10 years.

For every variable the Cronbach's alpha (α) was measured, in order to measure if the items used in the questionnaire form an internally consistent variable. The Cronbach's apha is developed by Cronbach (1951) and has a range from zero to one. A 'zero' indicates that the items are completely unreliable in forming a variable. A 'one' on the other hand indicates that the items are completely reliable in forming a variable. According to Nunnaly (1978) variables with an alpha lower than 0,7 are not desirable. This is because an alpha lower than 0,7 indicates that the different items are not measuring the same construct.

In table 5.1 an overview is given of the variables, the number of items measuring the variable (N), the value of alpha (α) and the means and standard deviations (SD) of the variables. The table gives also an example item for every variable. From the table it can be seen that all alpha's are higher than 0,7.

Enlarging commitment, it sounds easy...but it takes a lot of energy!

Table 5.1 Reliability analysis & means and standard deviations per variable

Variable		Example item	N	α	Mean	SD
Satisfaction with Employee Influence	SEI	How satisfied are you with information you get about departmental matters? (item 10)	9	,89	2,98	,69
Satisfaction with HR flow	SHRF	How satisfied are you with the quality of (on the job) training for your function? (item 37)	5	,79	3,20	,66
Satisfaction with Reward Systems	SRS	Considering my achievements, my salary is fair. (item 26)	18	,94	2,80	,67
Satisfaction with Work Systems	SWS	How satisfied are you with the possibilities to plan your own job? (item 43)	8	,85	3,52	,59
Satisfaction with internal Career Opportunities	SCO	How satisfied are you with the possibilities to get a higher function at Eaton Hengelo? (item 40)	2	,85	3,07	,78
Aff. Organizational Commitment	AOC	I would be very happy to spend the rest of my career with Eaton Hengelo. (item 49)	6	,79	3,43	,70
Norm. Organizational Commitment	NOC	I do not feel any obligation to remain with Eaton Hengelo. (item 55)	6	,83	2,87	,72
Aff. Career Commitment	ACC	This career is important to my self-image. (item 61)	6	,80	3,77	,57
Norm. Career Commitment	NCC	I feel a responsibility to my career to continue in it. (item 69)	6	,83	2,89	,72
Aff. Job Commitment	AJC	I do my job with pleasure. (item 74)	5	,76	3,71	,56
Norm. Job Commitment	NJC	In my opinion it is important to do my job the best I can. (item 78)	7	,92	4,30	,49
Turnover Intention	TI	I think a lot about leaving Eaton Hengelo (item 85)	3	,82	2,07	,87

What can be seen from table 5.1 is that satisfaction with employee influence (SEI) has a mean of 2,98 on a scale from 1 (very low) to 5 (very high). So, on average, SEI is medium; not low and not high. The standard deviation is a measure of the dispersion of a set of values. For satisfaction with employee influence the standard deviation of ,69 means that 68% of the values is between 2,29 (M - 1*SD = 2,98 - ,69) and 3,67 (M + 1*SD = 2,98 + ,69) and 95% of the values is between 1,6 (M – 2*SD = 2,98 – 2*,69) and 4,36 (M + 2*SD = 2,98 + 2*,69). The lower the standard deviation, the closer the values are to the mean, so the better the mean reflects the real values. There is no definition of a good standard deviation, because that depends on the situation. In this research as a rule of thumb a standard deviation of more than 1,0 will be regarded as unwanted, because a difference of 1,0 means that 32% of all measures is 1 point higher or lower than the medium, indicating that the interpretation of the measures will be misleading. A standard deviation between ,8 and 1,0 will be regarded as acceptable, and a standard deviation of less than ,8 will be regarded as good. So in the case of satisfaction with employee influence the standard deviation of ,69 can be regarded as good. Satisfaction with HR flow (SHRF) has a mean of 3,20 and a standard deviation of ,66. This means that on average, SHRF is medium. Also the standard deviation can be regarded as good. Satisfaction with reward systems (SRS) has a mean of 2,80 and a standard deviation of ,67. So SRS is medium and the standard deviation is good. Satisfaction with work systems (SWS) has a mean of 3,52 and a standard deviation of ,59 indicating that SWS is medium to high. Also the standard deviation of SWS is good. Last of the satisfaction measures is satisfaction with internal career opportunities (SCO). SCO has a mean of 3,07 and a standard deviation of ,78 indicating that SCO is medium and the standard deviation is good.

Affective organizational commitment (AOC) has a mean of 3,43 and a standard deviation of ,70. This means that AOC is medium to high. The standard deviation is good. Normative organizational commitment (NOC) has a mean of 2,87 which can be regarded as medium. The standard deviation of ,72 can be regarded as good. Affective career commitment (ACC) has a

mean of 3,77 indicating that ACC is medium to high. Also the standard deviation of ,57 can be regarded as good. Normative career commitment (NCC) has a mean of 2,89 and a standard deviation of ,72 which indicates that NCC is medium. The standard deviation can be regarded as good. Affective job commitment (AJC) has a mean of 3,71 and a standard deviation of ,56. This indicates that AJC is medium to high. The standard deviation is good.

Last but not least is turnover intention (TI) with a mean of 2,07 and a standard deviation of ,87. So turnover intention is low. The standard deviation is acceptable because it is over ,8 but onder 1,0. Possibly this value is due to the small amount of items measuring turnover intention.

5.3 Missing value analysis

From the missing value analysis it was found that there is a total of 33 respondents who had missing values in their responses. Twelve of them (36,4%) did not complete the questionnaire, which explains the relatively high amount of missing values for the items at the end of the questionnaire. Some respondents did not fill in some of their personal characteristics, which could be because they were affraid of traceability of the data. Item 36 revealed a remarkable high amount (16) of missing values. The question belonging to this item is: "how satisfied are you with the support during your first six months at Eaton Hengelo?". Feedback from respondents indicated that sometimes they missed a 'not applicable' button. This could indicate that this question was not applicable to all employees. It is expected that this is especially true for employees working at Eaton for a long time. Analysis revealed that 14 out of 16 missing variables for item 36 were from employees who are working at Eaton Holec for more than ten years. This supports the idea that this item was often not applicable to these respondents. For the other missing variables no remarkable patterns were found.

5.4 ANOVA analyses

A One-Way ANOVA analysis was done in order to look for variances in the six commitments and turnover intention, resulting of the control variables. No test was done for gender because only 2,4% of the respondents was female. All results were tested using a ,10 significance level. The first control variable was age. For this analysis, age was recoded into five categories (<25; 26-35; 36-45; 46-55; 56-65). The analysis shows a significant difference in affective career commitment between the categories 36-45 and 56-65 (M_{36-45} = 3.95, SD = .60; M_{56-65} = 3.46, SD = .41), a significant difference in satisfaction with HR flow between the categories 26-35 and 46-55 (M_{26-35} = 3.74, SD = .41; M_{46-55} = 3.68, SD = .61), and a significant difference in satisfaction with career opportunities between the categories 26-35 and 46-55 (M_{26-35} = 3.46, SD = .66; M_{46-55} = 2.69, SD = .67).

The second control variable that was tested was 'living together with a partner', which has three categories (no, I don't have a partner; yes, I live together with my partner; yes, I have a partner, but we are not living together). The analysis did not show significant differences for this variable.

The third control variable was the 'amount of children', which was devided into four categories (0 children; 1 child; 2 children; 3 or more children). The analysis did not show significant differences for this variable.

The fourth control variable was 'highest education', which was devided into 9 categories (secondary education; LTS; MTS; HTS; LBO; MBO; HBO; university; other). However, none of the respondents did only follow secondary education, LTS or LBO as highest education. Also none did fill in the 'other' category. Therefore 5 categories remained. These categories were computed into new categories (Medium education <MTS&MBO>, Higher education <HTS&HBO> and University). A significant difference in normative career

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commitment was found between Medium education and University ($M_{medium\ education}$ =3.17, SD = .58; $M_{university}$ = 2.51, SD = .82).

The fifth control variable is the 'time a respondent works at Eaton Hengelo', which is devided into 6 categories (0-6 months; 6 months – 1 year; 1 – 3 years; 4 – 5 years; 5 – 10 years; more than 10 years). No significant differences were found for this variable.

The sixth control variable is 'department', which was devided into six categories (research & development; engineering; sales & marketing; services; supply chain; other). The category 'other' is being treated as a missing value. A significant difference in satisfaction with employee influence was found between the research & development and the sales & marketing department ($M_{R\&D}$ = 2.60, SD = .73; $M_{S\&M}$ = 3.13, SD = .59).

The seventh control variable is 'the time a respondent works in the current function', which is devided into 6 categories (0-6 months; 6 months – 1 year; 1 – 3 years; 4 – 5 years; 5 – 10 years; more than 10 years). A significant difference in satisfaction with employee influence was found between the categories 0-6 months and 4-5 years, and beween 0-6 months and more than 10 years ($M_{0-6\ months}$ = 3.51, SD =.75; $M_{4-5\ years}$ = 2.82, SD = .68; $M_{more\ than\ 10\ years}$ = 2.67, SD = .60). Also a significant difference in satisfaction with career opportunities was found between the categories 0-6 months and 4-5 years, and beween 0-6 months and more than 10 years ($M_{0-6\ months}$ = 3.63, SD =.74; $M_{4-5\ years}$ = 2.85, SD = .63; $M_{more\ than\ 10\ years}$ = 2.83, SD = .61).

5.5 Regression analyses

A regression analysis was done for the relationships between satisfaction with HR practices and the six commitments. All relationships were first tested on the ,05 significance level however, this did not reveal the expected relationships. The relationships were thought not to be significant because of the low amount of respondents. In order to adress this problem, the relationships were also tested on a ,10 significance level. The outcomes of the regression analysis can be seen in table 5.2. Satisfaction with HR flow and satisfaction with work systems show a significant relationship with affective organizational commitment; satisfaction with HR flow and satisfaction with reward systems show a significant relationship with normative organizational commitment; satisfaction with work systems shows a significant relationship for both affective career commitment and normative career commitment; satisfaction with HR flow and satisfaction with work systems show a significant relationship for affective job commitment; and satisfaction with employee influence and satisfaction with work systems show a significant relationship for normative job commitment. Also a regression analysis was done for turnover intention, the results of this analysis can be seen in table 5.3. The results show that only normative job commitment has a significant relationship with turnover intention, both on a ,05 significance level and on a ,10 significance level.

Table 5.2 Regressionanalysis for AOC, NOC, ACC, NCC, AJC and NJC				
Dep. Var.	Indep. Var.	B	Beta	R²
Affective Organizational	Constant	1,141		,275
Commitment	Influence	,031	,031	
(AOC)	HRflow	,287	,261**	
	Work systems	,246	,207*	
	Reward systems	,151	,141	
Normative Organizational	Constant	,427		,324
Commitment	Influence	,032	,031	
(NOC)	HRflow	,325	,288**	
	Work systems	,154	,130	
	Reward systems	,269	,249**	
Affective Career	Constant	1,654		,352

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Commitment	Influence	,119	,144	
(ACC)	HRflow	,119	,134	
	Work systems	,309	,318**	
	Reward systems	,112	,128	
Normative Career	Constant	1,041		,177
Commitment	Influence	-,032	-,032	
(NCC)	HRflow	,128	,120	
	Work systems	,337	,288**	
	Reward systems	,126	,120	
Affective Job	Constant	1,484		,446
Commitment	Influence	-,121	-,152	
(AJC)	HRflow	,281	,327**	
	Work systems	,459	,490***	
	Reward systems	,035	,041	
Normative Job	Constant	3,701		,084
Commitment	Influence	-,181	-,261*	
(NJC)	HRflow	,030	,040	
	Work systems	,259	,316**	
	Reward systems	,058	,079	

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

Table 5.3 Regression analysis for Turnover Intention

Dep. Var.	Indep. Var.	B	Beta	R²
Turnover Intention	Constant	3,617		,290
	AOC	-,248	-,198	
	NOC	-,221	-,186	
	ACC	-,242	-,159	
	NCC	-,002	-,002	
	AJC	-,227	-,147	
	NJC	,402	,224**	

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

In order to look for multicollinearity, a correlation analysis was done. Appendix 9 shows the outcomes of the correlation analysis. This analysis showed a high correlation between affective and normative organizational commitment (correlation is ,682 at a ,01 significance level), which could indicate multicollinearity. Therefore a new variable for organizational commitment was computed, containing all items from both affective and normative commitment. The alpha (α) for this new variable is ,883. The mean and standard deviation can be seen in table 5.4.

Table 5.4 Reliability analysis & means and standard deviations of Organizational Commitment

Variable		Computed	N	α	Mean	St. Dev.
Organizational Commitment	OC	Computed from AOC and NOC	12	,883	3,15	,65

What can be seen from table 5.4 is that organizational commitment (OC) has a mean of 3,15 on a scale from 1 (very low) to 5 (very high) and a standard deviation of ,65. This indicates that OC is medium; not high and not low. The standard deviation can be regarded as good

For the new variable organizational commitment, a One-Way ANOVA analysis was done, however, this analysis did not show any significant differences for the control variables.

A new regression analysis was done for the relationship between the HR practices and organizational commitment, and for the relationship between the commitments and turnover intention (see table 5.5 and 5.6). It was found that satisfaction with HR flow and satisfaction with reward systems have a significant relationship with organizational commitment. From

the regression analysis for turnover intention it can be seen that both organizational commitment and normative job commitment show a significant relationship.

Table 5.5 Regressionanalysis for Organizational Commitment (OC)				
Dep. Var.	**Indep. Var.**	**B**	**Beta**	**R²**
Organizational	Constant	,703		,385
Commitment	Influence	,034	,037	
	HRflow	,361	,351**	
	Work systems	,169	,156	
	Reward systems	,209	,212**	

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

Table 5.6 Regression analysis for Turnover Intention, using Organizational Commitment (OC)				
Dep. Var.	**Indep. Var.**	**B**	**Beta**	**R²**
Turnover Intention	Constant	3,617		,289
	OC	-,472	-,355**	
	ACC	-,242	-,159	
	NCC	,002	,002	
	AJC	-,227	-,147	
	NJC	,399	,222**	

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

5.6 Moderator analysis

A moderator analysis was carried out, in order to look for a possible moderator influence of career opportunities between career commitment and turnover intention. Before doing this analysis, first affective organizational commitment (AOC), normative career commitment (NCC) and internal career opportunities (CO) were 'centred' in order to reduce the likelihood of multicollinearity problems. This means that the means were subtracted from the original variables so that the means of the new variables are zero. Then two new variables were computed ($ACC_{centred} * CO_{centred}$; $NCC_{centred} * CO_{centred}$). Regression analyses were carried out using these two new variables (see table 5.7 & 5.8). The analyses did not show any significant moderator relationships.

Table 5.7 Regression analysis for Turnover Intention, using the moderator $ACC_{centred} * CO_{centred}$				
Dep. Var.	**Indep. Var.**	**B**	**Beta**	**R²**
Turnover Intention	constant	2,113		,291
	$OC_{centred}$	-,463	-,348**	
	$ACC_{centred}$	-,231	-,152	
	$NCC_{centred}$	,003	,002	
	$AJC_{centred}$	-,240	-,156	
	$NJC_{centred}$	,402	,224**	
	$ACC_{centred} * CO_{centred}$	-,068	-,035	

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

Table 5.8 Regression analysis for Turnover Intention, using the moderator $NCC_{centred} * CO_{centred}$				
Dep. Var.	**Indep. Var.**	**B**	**Beta**	**R²**
Turnover Intention	constant	2,103		,290
	$OC_{centred}$	-,472	-,355**	
	$ACC_{centred}$	-,242	-,159	
	$NCC_{centred}$	,005	,004	
	$AJC_{centred}$	-,227	-,148	
	$NJC_{centred}$	,400	,223**	
	$NCC_{centred} * CO_{centred}$	-,013	-,008	

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

5.7 Test of hypotheses

<u>Hypothesis 1:</u> One variable was computed from affective and normative organizational commitment, which was called 'organizational commitment' (OC), the regression analysis showed that OC is significantly negatively related to turnover intention (Beta = -,355; p<0,05) (see table 5.6). Therefore H1 is supported.

<u>Hypothesis 2:</u> No significant relationship with turnover intention was found for affective job commitment (table 5.3). A significant relationship with turnover intention was found for normative job commitment, however the sign of the relationship is positive, which is contrary to the hypothesis. Therefore H2 is not supported.

<u>Hypothesis 3:</u> From the moderator analysis no significant relationships were found for the expected moderators. Just like the regression analysis without the moderators, only organizational commitment and normative job commitment showed significant relationships with turnover intention. Therefore H3 is not supported.

<u>Hypothesis 4:</u> For the analysis of the sub hypotheses, the differences in beta's from the regression analyses (table 5.3) were examined. Only the strength of the beta's was examined, the sign of the beta's was left aside. A difference in beta's of more than ,10 was interpreted as being large enough for drawing conclusion. This means that, before a hypothesis is found to be supported, affective commitment should explain 10% more of the relationship with turnover intention than normative commitment. In table 5.9 the differences between the beta's of the affective and normative commitments can be seen.

Table 5.9 Regression analysis for Turnover Intention				
Dep. Var.	Commitment Foci	Beta Affective	Beta Normative	Beta Affective − Beta Normative
Turnover Intention	Organizational	(-),198	(-),186	,012
	Career	(-),159	(-),002	,157 ↵
	Job	(-),147	,224**	-,077

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

↵ The relationship between the affective commitment and turnover intention is stronger than the relationship between the normative commitment and turnover intention

Based upon the results from table 5.9, it can be seen that the relationship between affective career commitment and turnover intention is stronger than the relationship between normative career commitment and turnover intention. However it should be noticed that for both affective and normative career commitment no significant relationships were found with turnover intention. For organizational and job commitment, the differences found between the beta's of affective and normative commitment were less than ,10 which was regarded as not large enough. Based upon these results, H4 is only partly supported.

<u>Hypothesis 5:</u> For employee influence no significant positive relationships have been found with the commitment variables. The relationship between employee influence and normative job commitment was significant, but it was negative, which was contrary to the hypothesis. Three significant positive relationships have been found between HR flow and the commitment variables; affective and normative organizational commitment and affective job commitment turned out to be significantly positively related to HR flow. No significant relationships have been found between HR flow and affective and normative career commitment and normative job commitment. Only a significant positive relationship has been found for reward systems; normative organizational commitment was significantly positively related to reward systems. No significant relationships have been found between reward systems and affective organizational commitment, affective and normative career commitment, and affective and normative job commitment. Significant positive relationships have been found between work systems and affective organizational commitment, affective

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and normative career commitment, and affective and normative job commitment. Only normative organizational commitment did not show a significant relationship with work systems. Based upon the previous, it can be concluded that H5 is only partly supported.

<u>Hypothesis 6:</u> For the analysis of the sub hypotheses, the differences in beta's from the regression analyses (table 5.2) were examined. Only the strength of the beta's was examined, the sign of the beta's was left aside. A difference in beta's of more than ,10 was interpreted as being large enough for drawing conclusions. This means that, before a hypothesis is found to be supported, the HR flow variable should explain 10% more of the relationship with a commitment variable than another HR practice. In table 5.10 the differences between the beta's of HR flow and the other HR practices can be seen.

Table 5.10 Difference in beta's (from table 5.2) between HR flow and the other HR practices				
Dep. Var.	Indep. Var.	Beta HR flow	Beta HR Practice	Beta $_{HR\ flow}$ − Beta $_{HR\ practice}$
AOC	Influence	,261 **	,031	,230 ↩
	Work systems	,261 **	,207*	,054
	Reward systems	,261 **	,141	,120 ↩
NOC	Influence	,288 **	,031	,257 ↩
	Work systems	,288 **	,130	,158 ↩
	Rewardsystems	,288 **	,249**	,039
ACC	Influence	,134	,144	-,010
	Work systems	,134	,318**	-,184 ↩
	Reward systems	,134	,128	,006
NCC	Influence	,120	(-),032	,088
	Work systems	,120	,288**	-,168 ↩
	Reward systems	,120	,120	0
AJC	Influence	,327 **	(-),152	,175 ↩
	Work systems	,327 **	,490***	-,163 ↩
	Reward systems	,327 **	,041	,286 ↩
NJC	Influence	,040	(-),261*	-,221 ↩
	Work systems	,040	,316**	-,276 ↩
	Reward systems	,040	,079	-,039

Notes: * p < 0,10; ** p < 0,05; *** p < 0,01

↩ The relationship between HR flow and commitment is stronger than the relationship between the HR practice and commitment

↩ The relationship between HR flow and commitment is less strong than the relationship between the HR practice and commitment (a reverse relationship)

Based upon the results from table 5.10, is has been found that HR flow has a stronger relationship with affective organizational commitment than employee influence and reward systems, a stronger relationship with normative organizational commitment than employee influence and work systems and a stronger relationship with affective job commitment than employee influence and reward systems. However it should be noticed that in all these cases, HR flow showed significanct positive relationships with the commitments, while the other HR practices did not show significant relationships. Some results indicated a relationships that was contrary to what was expected: HR flow has a less strong relationship with affective career commitment than work systems, a less strong relationship with normative career commitment than work systems, a less strong relationship with affective job commitment than work systems and a less strong relationship with normative job commitment than employee influence and work systems. The differences found between all other beta's (Beta$_{HR\ flow}$ − Beta$_{employee\ influence}$ <ACC, NCC>; Beta$_{HR\ flow}$ − Beta$_{work\ systems}$ <AOC>; Beta$_{HR\ flow}$ − Beta$_{reward\ systems}$ <NOC, ACC, NCC, NJC>)(see table 5.10) were less than ,10 which was regarded as not large enough. Based upon these results, H6 is only partly supported.

6. Discussion & conclusion

6.1 Discussion
In chapter five, evidence has been found for some of the relationships, but not for others, also some relationships turned out to be contrary to what was expected. Below it will be discussed what could be the reasons for this and what will be the concequences of these findings for Eaton Holec.

6.1.1 Relationships; commitments – turnover intention
The results of this research support the hypothesis that organizational commitment is negatively related to turnover intention. So enlarging organizational commitment is important if Eaton Holec wants to lower turnover intention. For career and job commitment no significant positive relationships were found with turnover intention.

An explanation for the lack of a significant relationship between affective and normative career commitment, internal career opportunities and turnover intention can be that the number of respondents was too small. However, another explanation which is related to the age and tenure of the employees, seems more likely. Many of the higher educated technicians at Eaton Holec are already working at Eaton for a long time (72 % of the employees in the research has been working at Eaton Holec for more than 10 years). It is assumed that these employees do not picture themselves as having a career outside Eaton Holec, because they think they will not be able to find a job outside Eaton Holec; they perceive little external career opportunities. The majority of the employees in the research is over 45 years old (44,3% is above 46 years old, and only 12,3% is below 35 years old). In their research on age related Human Resource Management at Eaton Holec, Haring & Kan (2006) found that older employees perceive less chances on vertical mobility compared to younger employees. They argued that a possible explanation for this finding is 'self-fulfilling prophecy'; employees behave according to the (negative) images that are present about them. So in line with these findings it is very likely that older employees feel that their age lowers the likelihood that other organizations will employ them and concequently perceive less external career opportunities. Using the definition of McGee & Ford (1987), these older employees have a high 'low alternative continuance commitment'. An other explanation for this finding could be that the older employees still perceive less chances on vertical mobility compared to younger people, and project them on the changes they perceive to have on the external labour market. If this is true, it could indicate that Eaton Holec did not act on the finding from the research of Haring & Kan (2006). They advised Eaton Holec to give the older employees more opportunities for vertical mobility, or if these opportunities are already present, make the older employees more aware of the possibilities. Older employees often are grown up with norms and values of working with one main employer, or using the definition of Hall & Mirvis (1995), the employees are used to a relational contract. It could be argued that, again using the definition of McGee & Ford (1987), these employees, next to being normatively committed, also have a high 'personal sacrifice continuance commitment', because the employees have to sacrifice their norms and values if they leave the organization. Following this reasoning, the lack of a relationship between career commitment, internal career opportunities and turnover intention could be due to the fact that Eaton Holec employs a lot of older employees, who perceive less external career opportunities and do not have the norms and values of quitting a job in order to have a career elsewhere. This way, perceived external career opportunities and personal norms & values play a moderating role in the relationship between affective and normative career commitment and turnover intention. Internal career opportunities could still play a role in this relationship, however it seems better to use

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'perceived internal career opportunities' because the self-fulfilling prophecy makes that employees do not always see internal career opportunities the way they really are.

The lack of a relationship between affective job commitment and turnover intention can possibly be a result of the same 'self-fulfilling prophecy' as was mentioned above; older employees perceive less possibilities for working with other organizations than younger employees. However in reality, there is a reasonable amount of technical organizations in the same area as Eaton Holec. Most of these organizations currently have many vacancies, just like Eaton Holec. On top of that, these organizations are working more and more together in trying to find new employees. This should give the older higher educated technicians possibilities for changing employers. However, perceived external career opportunities possibly play the same role in the relationship between affective job commitment and turnover intention as they are assumed to do in the relationship between career commitment and turnover intention. So also in the relationship between affective job commitment and turnover intention 'low alternative continuance commitment', is expected to have a relationship with turnover intention. Next to that, most older employees are not used to changing employers, because they have learned not to do so. So this phenomenon can be regarded as normative commitment, but also as 'personal sacrifice continuance commitment' which was also mentioned above.

There has been found a significant positive relationship between normative job commitment and turnover intention. This finding is contrary to what was expected in the hypothesis, so there must be something unexpected that causes this relationship. Eaton Holec has a lot of work systems, which are found to be positively related to normative job commitment. These work systems have the goal of reducing time, waste, inventory and in the end costs. However, they also provide a lot of rules and regulations. It could be that employees with a high normative job commitment feel themselves limited by all the rules and regulations; the rules and regulations are seen as hindrances. In her research on employer and employee commitment at the R&D department of Eaton Holec, Wiedemeijer (2006) argues that there are to much procedures (hindrances) for the R&D employees at Eaton Holec. This is in line with the findings in this research; employees feel themselves hindred in doing a good job, which makes them thinking about leaving Eaton Holec in order to work for a company where they can do their jobs without hindrances. This explanation seems even more logical when taking in account the fact that many employees work at Eaton Holec for more than 10 years. At the time these employees came working for the company, Holec was not yet part of Eaton Electric BV. At that time, Holec used self steering teams, so employees were very free in doing their jobs and not many work systems existed. When Holec became a part of Eaton Electric BV more and more work systems were introduced in order to work more efficiently. This changed the jobs of the employees, and especially their freedom in doing their jobs. In their article, Schabracq & Cooper (2000) discuss disturbances that could occur after serious changes in organizations, such as changes in technology or changes in the organization of production and work. They argue that *"paying no attention to the consequences of such changes at the everyday life level will cause a significant increase in stress-related complaints and other negative negative effects"* (Schabracq & Cooper, 2000, 231). On top of that Schabracq & Cooper (2000, 235) argue that *"most of these developments are not at all bad developments per se, they may become so when they are forced on the employees"*. At Eaton Holec, the employees had to deal with the change from Holec to Eaton Holec, with Eaton Holec making use of a lot of new work systems. The Eaton Corporation introduced these systems because the systems should be the same as in other Eaton plants, however the systems were not adapted to the Dutch 'Holec' way of working, so it could be argued that

these 'American work systems' were forced on the employees. As Schabracq & Cooper argue, this can be seen as a stressor for the employees. Taking all this together, it sounds very reasonable to say that the 'long tenure employees' are not happy with the rules and regulations that Eaton Holec has introduced, and see them as hindrances. In her research, Wiedemeijer (2006) found that the lack of sufficient employees to do a job (or in other words the precence of many vacancies) is also a hindrance for employees. In the article of Schabracq & Cooper (2000, 235) quantitative task overload was argued to pose a *"serious threat to employees' control over their everyday working life"* which was argued to be a major stressor to employees. Currently there are many vacancies at Eaton Holec, so it is very likely that these vacancies are also perceived as hindrences by the Eaton Holec employees. So when taking a look at the research model, one could identify a moderating variable in the relationship between normative job commitment and turnover intention, which can be labeled 'hindrances'.

It can be concluded that norms and values and perceived external career opportunities, keep older employees from having intentions to turnover even if they have low affective and normative career commitment or low affective job commitment. Considering the focus of this research (organizational, career and job commitment), the only reason for employees to leave the organization is when they are not committed to the organization. This is probably because then they would be unhappy in working for Eaton Holec and possibly even be unhappy in their lives. Of course there could be other factors that make employees leave the organization, such as personal factors or other foci of commitment, but these are not examined in this research.

It seems very likely that for older employees there is no relationship between affective and normative career commitment and turnover intention and between affective job commitment and turnover intention, because of the moderating roles of 'perceived external career opportunities' and 'norms and values'. However, there is a change towards lifetime employability (Horwitz et al, 2003). In the coming years the average age at Eaton Holec will be declining because of the many employees retiring and the large amount of new employees that are needed for filling the vacancies. A new working generation will be established. Therefore it can be assumed that in the future, affective and normative career commitment and affective job commitment will play a role in influencing turnover intention at Eaton Holec. This makes it important for Eaton Holec to know how to enlarge affective and normative career commitment and affective job commitment.

It was expected that affective commitment would have a stronger relationship with turnover intention compared to normative commitment, however for organizational and job commitment no difference between affective and normative commitment was found. The norms and values of the older employees are supposed to also play a role in these findings; the older employees feel they ought to stay in the company or the job because their norms and values have learned them not to switch employers. Therefore the normative aspect of the commitments is as strongly related to turnover intention as the affective aspect. The idea of having a 'career' is related to the change towards lifetime employability, and so it is a concept that is more strongly related to younger employees than to older employees. The older employees have not been grown up with the idea of having a career, therefore they do not have the same norms and values about having a career, as they have of having a job or working in an organization. So they do not feel normative commitment towards their career as much as they do towards their job and the organization. This explaines why compared to

normative career commitment, affective career commitment is stronger related to turnover intention.

The above mentioned results will change when the average age at Eaton Holec is going down; younger employees will work at Eaton Holec, and norms and values of the older employees will disappear. In literature, lifetime employability is argued to be a red line in the working lives of the younger employees, making employees les obliged to remain in their jobs or the organization they are working in. This way normative commitment towards the job and the organization will decline, which indicates that for the younger generations affective commitments will be stronger related to turnover intention than normative commitments. If this research would be repeated within a few years, it would be likely that more support would be found for the hypotheses; the more younger employees are integrated into the organization, the more support is supposed to be found.

6.1.2 Relationships; HR practices - commitments

Not all HR practices showed positive relationships with the commitments. The absense of significant relationships can be due to the small amount of respondents, which indicates that in a larger sample more relationships would possibly emerge. However there has been found a significant negative relationship between employee influence and normative job commitment, which is contrary to what was expected. Therefore this relationship deserves some further discussion. A possible explanation for the negative relationship between employee influence and normative job commitment is that employees make use of the possibilities they have for influencing their jobs, but at the same time feel the organization does not listen to them. This could lower normative job commitment because they feel they have already done what they were able of doing. The mean satisfaction with employee influence of 2,98 can be regarded as neutral. This indicates that in general, employees are not satisfied with employee influence. It is likely that they are satisfied because they are being listened to, however when not much is done with the remarks, they become less satisfied. So employees are satisfied with the employee influence possibilities, but as they use them, they feel not being listened to, which makes that the employees want to leave the organization.

In seven cases, satisfaction with HR flow did not show a stronger relationship with commitment than satisfaction with other HR policy areas and commitments. In five cases relationships were even reverse to what was expected. This research does not give an explanation for these findings. However what can be seen is that most of the reverse findings (four out of five) are about work systems. So it appears that for the affective and normative job and career commitments, work systems have a major influence compared to HR flow. This indicates that in career and job commitment work systems are very important and therefore, when Eaton Holec wants to increase these commitments, it should especially try to increase satisfaction with work systems. The fifth reverse finding indicates that employee influence was stronger related to normative job commitment than HR flow. This could possibly be a result of the negative relationship between employee influence and normative job commitment that was discussed above.

To conclude, it can be said that in increasing organizational commitment, HR flow and reward systems turned out to be of great importance. When analysing affective and normative organizational commitment separately, also work systems are found to influence affective organizational commitment. No additional HR practices are found to influence normative organizational commitment. All these HR practices are positively related to the organizational commitments. For both affective and normative career commitment only work systems

showed a positive relationship. HR flow and work systems showed a positive relationship with affective job commitment. For normative job commitment, work systems showed a positive relationship and employee influence showed a negative relationship (as was discussed above). So it can be concluded that all HR practices are important in increasing commitments, however not every practice is influencing every commitment in the same way. Therefore Eaton Holec should take care for increasing satisfaction with all HR practices in order to increase all commitments.

6.2 Comparison with the exit interview analysis

Comparing the results of the research with the results of the exit interview analysis (chapter 3.7) it can be seen that the results are approximately the same. The results from the exit interview analysis showed that the main reasons for leaving Eaton Holec were HR flow (32,4%) and work systems (27%). These results are conform the results of the research which also showed that HR flow and work systems have relationships with the commitments and in turn, with turnover intention.

6.3 Conclusion & advices

The first of the two subquestions that were related to the outcomes of the research was: "What is the influence of the chosen foci of commitment on turnover intention at Eaton Holec?" Results showed that especially organizational commitment turned out to be important in influencing turnover intention, however, Eaton Holec should keep in mind that some of the relationships between the commitments and turnover intention are possibly going to change when younger employees set foot in the organization. This change towards a younger working population has some major implications for Eaton Holec. First, it is expected that career commitment will get a major influence on turnover intention. Also an increase in the influence of job commitment is expected. Second, the influence of organizational commitment on turnover intention is expected to decline.

There are several things Eaton Holec can do in order to be prepared for these changes:

- Start a programme for guiding employees in having a career inside Eaton Holec or Eaton Corporation. There should be more focus on having a career inside Eaton Corporation instead of a focus on working at Eaton Holec. In communication certain adaptions can be done such as changing the 'working at Eaton Holec' part of the website to 'a career at Eaton'. The website, but also other communication such as a vacancy tekst should have a part that explaines the possibilities for having a career at Eaton Holec or Eaton Corporation.

- In order to attract and retain talent, Eaton Holec could introduce a talent programme, in which talents are stimulated to learn and move through the organization. However it is not only talents that should be stimulated, 'normal' employees are as important. Especially when you realize that talents only form a small percentage of the total workforce.

- In order to be attractive to the 'new generation' of high educated technicians, Eaton Holec should provide employees with more opportunities for flexible working hours, working from home and part time working.

There are also some things that are of immediate importance, because they apply to the current higher educated employees at Eaton Holec:

- Give the employees more freedom in doing their jobs. Eaton Holec should use the work systems that are already there, however it could also try to give the employee more influence in doing their jobs. For example by not only listening to the employees, but also by making use of the information that the organization is getting from the employees.

Employees should be stimulated to discuss the problems they experience in their jobs. It is an idea to have regulary meetings in which problems regarding are discussed. Also there should be possibilities to solve big problems immediately, so that employees do not get the feeling that they are not being listened to.

- Eaton Holec could try to give a better explanation of why the work systems are used, and what differences these practices make. This way there should be more congruence in what the employees perceive as being good and what the organization perceives as being good, which should help to increase normative job commitment.

- This research does not make a difference in work practices and hindrances, but it is likely that some of the work practices are regarded as hindrances. Also other aspects such as a quantitative work overload could be seen as a hindrance. Therefore Eaton Holec should try to identify what hindrances the employees perceive. Eaton Holec should try to eliminate the hindrances as much as possible. If practices can not be eliminated, Eaton Holec should inform the employees about the practice, in order to make the employees more 'known' with the practices. As a result the employees should not see them as hindrances anymore.

The second subquestion that was related to the outcomes of the research was: "What is the influence of satisfaction with HR practices at Eaton Holec on the chosen foci of commitment?" Research showed that all HR practices are important in increasing the commitments. However, not every practice is influencing every commitment in the same way. In general it could be said that increasing satisfaction with all HR practices is important to increase all commitments. Therefore increasing satisfaction is as important for now, as well as it is for the future. Satisfaction with all HR practices was medium. There were no HR practices that employees were (very) satisfied with. Below some ideas are given for increasing satisfaction with the four HR practices:

- A first way of increasing satisfaction, which counts for all HR practices, is by increasing knowledge of why certain policies are used; if employees know the 'why' they should be able to better understand the policies and in turn should be more satisfied with them.

- Eaton Holec should try to make a better fit between the policies and the wishes of the employees. This could be done by inviting them in a discussion about what they find important. These discussions can also be used to identify hindrances. The outcomes of the discussions can be used as input for making a better fit between the wishes of the organization and the employees

- In order to increase satisfaction with employee influence, Eaton Holec should try to provide more influence opportunities. Employees should really be taken seriously because they have to work with the practices and therefore their opinion is very important; if it does not work for them, in the end it will also not work for the organization. If employees are really being listened to, they will show much more satisfaction with employee influence.

- For increasing satisfaction with HR flow it is important to listen to the wishes of the individual employees. Nobody is the same, so nobody has the same wishes. HR flow should not only be tied to an employee's age, but also to their life phase, because an employee's age does tell you nothing about the life phase he or she is in (see also Haring & Kan, 2006). The APEX conversations should be used for getting a clear view of what individual employees want in their lives, their jobs and their careers. However, then supervisors should go beyond what is written in the APEX form, and ask for what the employees really want.

- Eaton Holec has to work with the reward systems that are introduced by the Eaton Corporation. However the usage of the system should be further optimized. The APEX

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reviews should be used to increase employee performance, so if performance is below average, the supervisiors or HR specialists should try to get clear why this has happened and try to do something about it. When underperforming employees are being helped to increase performance, their future APEX reviews will be better and they will be more satisfied with the system. Eaton Holec could also think about a tool for stimulating employees that are already on top of there function scale. These employees can work hard, but they do not get a salary increase for their good work. Eaton Holec could provide these employees with extra possibilities, such as an increase in vacation days. Or they could give these employees a gift for their good work.

• Some information is already given about increasing satisfaction with work systems. Most important is to keep the employees informed about why these practices are used, not only once, but continuously. Next to that it is important to keep listening to the remarks of the employees and to really use them, not only for improving the work systems, but also for increasing satisfaction. As was mentioned before, it is important too identify hindrances and try to eliminate them or if this is not possible, increase knowledge about them.

In 2006 there were two studies at Eaton Holec, the first was on age related HRM (Haring & Kan, 2006) and the second was on employer and employee commitment (Wiedemeijer, 2006). Some of the advises that were given in the reports are somewhat the same as the advises given in this report. However it seems that not much is being done with the earlier advises. It is important to realise that it is not yet too late for making a change, however if Eaton Holec also denies the advises in this report, attracting and retaining employees could become even a more very serious problem in the future. In order to get a more clear image of what could be done in order to be prepared for the future, it is important to also take a look at the former reports; many of the findings and advices still apply to todays problems. So it would be a waste if they would be denied.

6.4 Limitations
This research has some limitations. First is the small amount of respondents. Because only the high educated technicians of five departments were examined the amount of respondents is not very high. This can be the reason that some relationships did not show significance in this research. The questionnaire was online for almost two weeks. The response rate was 52,8%, however, this rate could be higher if the questionnaire was online some more weeks. A lot of employees were already on vacation during the online period, and therefore could not fill in the questionnaire. The questionnaire was still online after the officially closing. Two and a half weeks after the official closing, another five respondents did completely fill in the questionnaire, however their answers could not be included in the research anymore, because the analyses were already completed.

Considering the findings of this research, it could be argued that work practices are not measured the right way. Possibly, measures would be more accurate if a distinction was made between work practices and hindrances. It seems plausible that some of the work practices currently measured are seen by the employees as hindrances. Identifying which work practice is a hindrance to the employees would have given more information about how to deal with them. Next to the inclusion of hindrances, including norms & values and perceived external career opportunities could be interesting, because the research showed that these aspects could possibly function as moderator variables. However no firm conclusion about this topic can be given before these variables are tested in a second research.

A second limitation is that only three commitment foci were included in the research. Though it is not possible to include all possible foci, it would increase understanding of the relationships. Current literature discusses the importance of work life balance, indicating that personal contacts are getting more important. From these findings it seems obvious that also commitment towards colleagues is getting more and more important. For Eaton Holec employees, the reason for staying with the company despite for example low organizational commitment could be commitment to the colleagues. Probably this research would have given some more insights into the causes of turnover intention if colleague commitment was included.

The results indicated that including continuance commitment could have given a more complete description of the causes of turnover intention. Especially a division in 'low alternative continuance commitment' and 'personal sacrifice continuance commitment' seems important because of the findings related to older employees at Eaton Holec. So when continuance commitment would be included, it could possibly refect influences of age and tenure.

This research only consists of quantitative data, therefore some explanations can not be checked. However because of time constraints an additional qualitative or quantitative research was not possible.

6.5 Future research
No moderator role was found for internal career opportunities in the relationship between career commitment and turnover intention. Internal career opportunities were measured using two items, however the alpha score was ,848 indicating that the items reflect the concept reasonable well. It could be that internal career opportunities do affect the relationship between career commitment and turnover intention in a way different from a moderator effect. Future research should examine the possible influence of career opportunities in this relationship.

Because there is something unusual in the relationship between normative job commitment and turnover intention, Eaton Holec should do a second research that goes deeper into this problem. It is possible that there are other remarkable aspects which are overlooked in this research, but become more clear when doing further research.

Eaton Holec should repeat this research in a couple of years in order to see if there is really a change between the older employees and the younger employees. It is very likely that some of the relationships that were not found in this research will be found if the research is being repeated in a couple of years. Also the change from organizational commitment to career and job commitment should be more clear when repeating the research in a couple of years. The longer the time between this research and a new research, the more clear the differences should be seen.

This research did not examine the influence of continuance commitment on turnover intention, however the results showed that both low alternative continuance commitment and personal sacrifice continuance commitment could explain a part of the relationship between career commitment and turnover intention and between job commitment and turnover intention. Therefore it seems important to include the two aspects of continuance commitment into further research at Eaton Holec. Also for research in general it could be important to

include these aspects, especially when research is done in organizations with a high average age and tenure, like Eaton Holec.

An important conclusion in this research is that for Eaton Holec the theory about the shift towards a more transactional or boundaryless career does not apply. This is assumed to be due to the age and tenure of the employees. It could be that in a couple of years, when the average age at Eaton Holec declines, a shift towards a more transactional or boundaryless career becomes more visible. However, it could also be argued that the theory is not applicable to all companies or all employees. So the question is: is there really a change from a relational to a transactional contract? In this research only higher educated technical employees of Eaton Holec were examined, future research should examine other companies and other groups of employees. Future research on the higher educated technical employees at Eaton Holec should give some additional insights about the 'truth' of the theory.

Enlarging commitment, it sounds easy...but it takes a lot of energy!

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Appendix

Enlarging commitment, it sounds easy...but it takes a lot of energy!

Appendix 1: ISF function matrix

EATON HOLEC

BLOKSCHEMA   d.d. 1-2-2007

	SUPPLY CHAIN	OPERATIONS OTHERS	RESEARCH & DEVELOPMENT	SALES & MARKETING	SERVICES
L	Sr Analist Mat. Planning	Application Engineer		Projectl. Sales Support Marketing Comm. Spec.	Supervisor Field Serv
K	Supervisor Logistiek		Ontwerper/Tek.Constr. CAD/PDM Coord.	Marketing analist Sales Coordinator	Service Engineer Supervisor Serv. Coord. Project Supervisor
J	Inkoper Analist Mat. Planning	Quality Control Engineer	Beheerder Modulenboek Beheerder Eng. handboek	CSS Engineer CEM Tech. Spec. CS Sales Support Eng.	Service coordinator Servicetechnicus

Appendix 2: Hay function matrix

EATON HOLEC

BLOKSCHEMA HAY functies — Stand t/m 7-1-2003

	SUPPLY CHAIN	OPERATIONS OTHERS	RESEARCH & DEVELOPMENT	SALES & MARKETING	SERVICES
7/8	Sr.Analist Mat. Plng Sr. Buyer	Lead Eng. Appl 6)	Proj.Leader Eng.	Project. Sales 7) Lead Analyst Mkt.Comm. 8) Lead Repr.Sales Supp Project Manager P&S Project Estimator P&S	Superv. Serv. Eng. 9)
8/9	Manager Logistics Manager Matls Plng	Supervisor Maint. Manager Tech.Sup.Eng.4) Manager Engineering 5)	Specialist Eng. Manager Engineering	Specialist Sales Eng. Sales Manager Bid Manager Manager Cust. Supp. Manager Sales Supp Manager Contracts Manager Sales Projects Product Manager Manager Product mgmt Manager Sales (segment) OEM response center manager	Manager Serv. Eng.3)
10			Manager Prgmr.Man.	Manager Markt. Prgms Manager Marct. Comm.	

Alternative name:
1) Manager OPS Excel.
2) Supervisor Acctg
3) Manager Field Service
4) Manager VA/VU
5) Manager Cust Order Eng.
6) Application Engineer
7) Pro. leader Sales Supp.
8) Marketing Comm. Specialis
9) Supervisor Field Service

56

Appendix 3: The extended research model
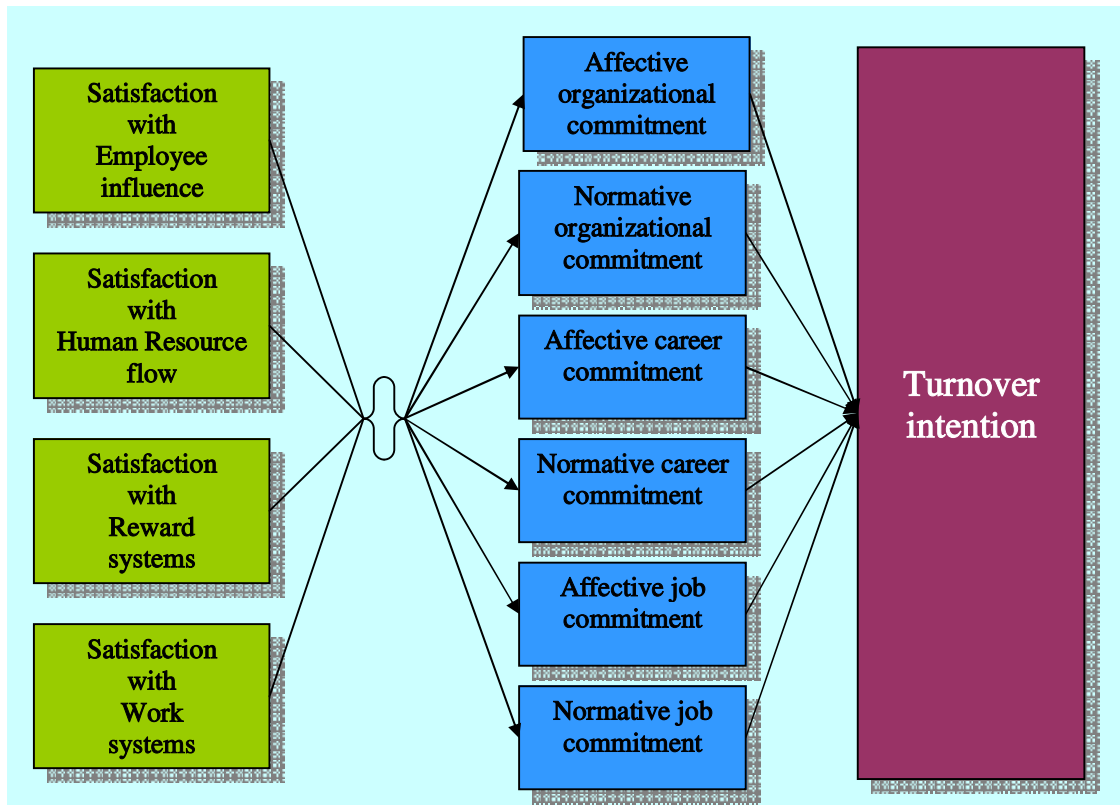
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Appendix 4: Specification of the hypotheses

H1:	**Organizational commitment will be negatively related to turnover intention**
H1 (a):	Affective organizational commitment will be negatively related to turnover intention
H1 (b):	Normative organizational commitment will be negatively related to turnover intention

H2:	**Job commitment will be negatively related to turnover intention**
H2 (a):	Affective job commitment will be negatively related to turnover intention
H2 (b):	Normative job commitment will be negatively related to turnover intention

H3:	**Satisfaction with career opportunities moderates the relationship between career commitment and turnover intention**
H3 (a):	Satisfaction with career opportunities moderates the relationship between affective career commitment and turnover intention
H3 (b):	Satisfaction with career opportunities moderates the relationship between normative career commitment and turnover intention

H4:	**Affective commitment and turnover will be more strongly related than normative commitment and turnover**
H4 (a):	Affective organizational commitment and turnover intention will be more strongly related than normative organizational commitment and turnover intention
H4 (b):	Affective career commitment and turnover intention will be more strongly related than normative career commitment and turnover intention
H4 (c):	Affective job commitment and turnover intention will be more strongly related than normative job commitment and turnover intention

H5:	**Satisfaction with HR practices will be positively related to both affective and normative levels of all foci of commitment**

Employee influence

H5 (a):	Satisfaction with employee influence will be positively related to affective organizational commitment
H5 (b):	Satisfaction with employee influence will be positively related to normative organizational commitment
H5 (c):	Satisfaction with employee influence will be positively related to affective career commitment
H5 (d):	Satisfaction with employee influence will be positively related to normative career commitment
H5 (e):	Satisfaction with employee influence will be positively related to affective job commitment
H5 (f):	Satisfaction with employee influence will be positively related to normative job commitment

HR flow

H5 (g):	Satisfaction with HR flow will be positively related to affective organizational commitment
H5 (h):	Satisfaction with HR flow will be positively related to normative organizational

	commitment
H5 (i):	Satisfaction with HR flow will be positively related to affective career commitment
H5 (j):	Satisfaction with HR flow will be positively related to normative career commitment
H5 (k):	Satisfaction with HR flow will be positively related to affective job commitment
H5 (l):	Satisfaction with HR flow will be positively related to normative job commitment

Reward systems

H5 (m):	Satisfaction with reward systems will be positively related to affective organizational commitment
H5 (n):	Satisfaction with reward systems will be positively related to normative organizational commitment
H5 (o):	Satisfaction with reward systems will be positively related to affective career commitment
H5 (p):	Satisfaction with reward systems will be positively related to normative career commitment
H5 (q):	Satisfaction with reward systems will be positively related to affective job commitment
H5 (r):	Satisfaction with reward systems will be positively related to normative job commitment

Work systems

H5 (s):	Satisfaction with work systems will be positively related to affective organizational commitment
H5 (t):	Satisfaction with work systems will be positively related to normative organizational commitment
H5 (u):	Satisfaction with work systems will be positively related to affective career commitment
H5 (v):	Satisfaction with work systems will be positively related to normative career commitment
H5 (w):	Satisfaction with work systems will be positively related to affective job commitment
H5 (x):	Satisfaction with work systems will be positively related to normative job commitment

H6:	**Satisfaction with HR flow and commitment will be more strongly related than satisfaction with other HR policy areas and commitment**

Employee influence

H6 (a):	Satisfaction with HR flow and affective organizational commitment will be more strongly related than satisfaction with employee influence and affective organizational commitment
H6 (b):	Satisfaction with HR flow and normative organizational commitment will be more strongly related than satisfaction with employee influence and normative organizational commitment
H6 (c):	Satisfaction with HR flow and affective career commitment will be more strongly related than satisfaction with employee influence and affective career commitment

H6 (d):	Satisfaction with HR flow and normative career commitment will be more strongly related than satisfaction with employee influence and normative career commitment
H6 (e):	Satisfaction with HR flow and affective job commitment will be more strongly related than satisfaction with employee influence and affective job commitment
H6 (f):	Satisfaction with HR flow and normative job commitment will be more strongly related than satisfaction with employee influence and normative job commitment

Reward systems

H6 (g):	Satisfaction with HR flow and affective organizational commitment will be more strongly related than satisfaction with reward systems and affective organizational commitment
H6 (h):	Satisfaction with HR flow and normative organizational commitment will be more strongly related than satisfaction with reward systems and normative organizational commitment
H6 (i):	Satisfaction with HR flow and affective career commitment will be more strongly related than satisfaction with reward systems and affective career commitment
H6 (j):	Satisfaction with HR flow and normative career commitment will be more strongly related than satisfaction with reward systems and normative career commitment
H6 (k):	Satisfaction with HR flow and affective job commitment will be more strongly related than satisfaction with reward systems and affective job commitment
H6 (l):	Satisfaction with HR flow and normative job commitment will be more strongly related than satisfaction with reward systems and normative job commitment

Work systems

H6 (m):	Satisfaction with HR flow and affective organizational commitment will be more strongly related than satisfaction with work systems and affective organizational commitment
H6 (n):	Satisfaction with HR flow and normative organizational commitment will be more strongly related than satisfaction with work systems and normative organizational commitment
H6 (o):	Satisfaction with HR flow and affective career commitment will be more strongly related than satisfaction with work systems and affective career commitment
H6 (p):	Satisfaction with HR flow and normative career commitment will be more strongly related than satisfaction with work systems and normative career commitment
H6 (q):	Satisfaction with HR flow and affective job commitment will be more strongly related than satisfaction with work systems and affective job commitment
H6 (r):	Satisfaction with HR flow and normative job commitment will be more strongly related than satisfaction with work systems and normative job commitment

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Appendix 5: Eaton Corporation vision, mission, core values & philosophy

Vision:	*"to be the most admired company in our markets".* This vision is being achieved when: • Customers say: *"We want to do more business with Eaton"* • Shareholders say: *"Eaton is one of my best investments"* • Employees say*: "I am proud to be part of the Eaton team"*
Mission:	*"To be our customers' best supplier, providing distinctive and highly valued products, services and solutions".*
Core Values:	• Make our customers the focus of everything we do • Recognize our people as our greatest asset • Treat each other with respect • Be fair, honest and open • Be considerate of the environment and our communities • Keep our commitments • Strive for excellence
Philosophy:	• We expect the best of ourselves and each other. • We are committed to attracting, developing and keeping a diverse work force that reflects the nature of our global business. • Our communications with one another are open, honest, and timely. • We strive for the active involvement of every employee in our continued success and growth. • We accept the challenge of lifelong learning. • We do our work with a sense of urgency. • We are accountable for our commitments and expect that our performance will be measured. • Compensation at Eaton is fair and competitive for performance that contributes to the success of the business. • We value employees' ideas, and we purposefully build an environment in which new ideas will flourish.

Source: (EBS/ EH intranet, June 2008)

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Appendix 6: Strategic objectives 2008 - 2012

			2007	2008	2009	2010	2011	2012
Growth & Customer satisfaction	Sales	(x1 million)	€147	€175	€182	€213	€257	€283
	Components on time perfomance		92%	95%	98%	98%	98%	98%
	Systems on time performance		69%	90%	95%	95%	95%	95%
	Response time on external complaints	(days)	17	8	5	3	3	3
Achieve Profit Plan	Profit	(% of sales)	4%	7%	8%	13%	15%	17%
	Inventory	(days)	87	74	70	65	60	55
Operational Excellence	Eaton Lean System		3,6	4,0	4,3	4,5	4,5	4,5
	Eaton Quality System		90%	90%	95%	95%	95%	95%
	Supplier on time delivery		88%	95%	98%	98%	98%	98%
	Cost of non-conformance		2,4%	2,3%	1,5%	1,4%	1,2%	1,2%
Build Organizational Capacity	Response time on internal complaints	(days)	24	12	6	5	3	3
	Employee Engagement		45%	50%	60%	65%	70%	70%
	Leadership Effectiveness		44%	48%	65%	70%	75%	75%
	Number of accidents with lost days		9	0	0	0	0	0

Appendix 7: The questionnaire

Nr.	Item
	Employee characteristics
1	What is your gender? (categories: male; female)
2	What is your age? (no categories)
3	Do you have a partner, and are you living together? (categories: no, I don't have a partner; yes, I live together with my partner; yes, I have a partner, but we are not living together)
4	How many children do you have? (categories: 0 children; 1 child; 2 children; 3 or more children)
5	What is the highest education you followed? (categories: secondary education; LTS; MTS; HTS; LBO; MBO; HBO; university, other)
6	For how long are you working at Eaton Hengelo? (categories: 0-6 months; 6 months – 1 year; 1 – 3 years; 4 – 5 years; 5 – 10 years; more than 10 years)
7	In what department are you working? (categories: research & development; engineering; sales & marketing; services; supply chain; other)
8	For how long are you working in your current function at Eaton Hengelo? (categories: 0-6 months; 6 months – 1 year; 1 – 3 years; 4 – 5 years; 5 – 10 years; more than 10 years)

Nr.	Item
	Satisfaction with Employee Influence
	Communication
	- Please indicate how satisfied you are with...-
9	information you get about (changes in) your job
10	information you get about departmental matters
11	information you get about Eaton Hengelo as a whole
	Voice
	- Please indicate how satisfied you are with...-
12	the degree in which you are being asked for your opinion about (changes in) your function
13	the degree in which you are being asked for your opinion about (changes in) departmental matters
14	the degree in which you are being asked for your opinion about matters which concern Eaton Hengelo as a whole
	Influence
	- Please indicate how satisfied you are with...-
15	the degree in which you actively have influence on (changes in) your function
16	the degree in which you actively have influence on (changes in) your department
17	the degree in which you actively have influence on (changes in) matters that concern Eaton Hengelo as a whole

Nr.	Item
	Satisfaction with Reward Systems
	Primary labour conditions
	- Please indicate how strongly you (dis)agree with the following statements: -
18	I receive a fairly amount of salary for my job.
19	I am pleased with my salary.
20	All together, my salary is like it should be.
21	I receive a salary conform my function
22	Eaton pays a decent salary.
23	I am pleased with my salary, considering my professional knowledge.
24	Compared to what I could earn elsewhere in a comparable function, my current salary is favourable.
25	Considering the circumstances in which I work, my salary is fair.
26	Considering my achievements, my salary is fair.

	Secondary labour conditions - Please indicate how strongly you (dis)agree with the following statements: -
27	Eaton Hengelo has an ample package of secondary labour conditions.
28	I am content with the value of my secondary labour conditions.
29	Eaton Hengelo has more ample secondary labour conditions than other organizations.
30	There are enough choices concerning my secondary labour conditions.
	APEX performance appraisal system - Please indicate how satisfied you are with…-
31	the fact that pay raise is linked to performance
32	the percentages of pay raise that are coupled to the APEX performance appraisal score
33	the fairness of APEX in appraising your performance
34	the APEX performance appraisal conversations with your supervisor
35	the APEX method of appraising your performance

	Satisfaction with HR flow
	- Please indicate how satisfied you are with…-
36	the support during your first six months at Eaton Hengelo *(socialisation)*
37	the quality of (on the job) training for your current function *(training & development)*
38	the possibilities to attend training *(training & development)*
39	the possibilities to get a different but not higher function at Eaton Hengelo *(career opportunities)*
40	the possibilities to get a higher function at Eaton Hengelo *(career opportunities)*

	Satisfaction with Work Systems
	- Please indicate how satisfied you are with…-
41	the variation in your function *(alternation)*
42	the challenge which your function offers *(challenge)*
43	the possibilities to plan your own job *(autonomy)*
44	the clarity about what to do in your function *(role ambiguity)*
45	the function appraisal (or feedback) you receive from your supervisor *(feedback)*
46	the fit between your activities at work and your personal talents and abilities *(fit)*
47	the importance of your job in the eyes of others (like customers, colleagues) *(task significance)*
48	the complexity of your job *(task identity)*

	Affective Organizational Commitment
	- Please indicate how strongly you (dis)agree with the following statements: -
49	I would be very happy to spend the rest of my career with Eaton Hengelo.
50	I really feel as if the problems of Eaton Hengelo are my own.
51	I do not feel a strong sense of "belonging" to Eaton Hengelo. **(R)**
52	I do not feel emotionally "attached"to Eaton Hengelo. **(R)**
53	I do not feel like "part of the family" at Eaton Hengelo. **(R)**
54	Eaton Hengelo has a great deal of personal meaning for me.

	Normative Organizational Commitment
	- Please indicate how strongly you (dis)agree with the following statements: -
55	I do not feel any obligation to remain with Eaton Hengelo. **(R)**
56	Even if it were to my advantage, I do not feel it would be right to leave Eaton Hengelo now.
57	I would feel guilty if I left Eaton Hengelo now.
58	Eaton Hengelo deserves my loyalty.
59	I would not leave Eaton Hengelo right now because I have a sense of obligation to the people in it.
60	I owe a great deal to Eaton Hengelo.

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	Affective Career Commitment
	- Please indicate how strongly you (dis)agree with the following statements: -
61	This career is important to my self-image.
62	I regret having entered this career. **(R)**
63	I am proud to be in this career.
64	I dislike my career. **(R)**
65	I do not identify with my career. **(R)**
66	I am enthusiastic about my career.

	Normative Career Commitment
	- Please indicate how strongly you (dis)agree with the following statements: -
67	I believe people who have been trained in a particular career have the responsibility to stay in that career for a reasonable period of time.
68	I do not feel any obligation to remain in this career. **(R)**
69	I feel a responsibility to my career to continue in it.
70	Even if it were to my advantage, I do not feel that it would be right to leave my career now.
71	I would feel guilty if I left my career.
72	I am in my career because of a sense of loyalty to it.

	Affective Job Commitment
	- Please indicate how strongly you (dis)agree with the following statements: -
73	My job is interesting.
74	I do my job with pleasure.
75	Even if I would not need the money, I would continue this job
76	I am proud of my job.
77	I don't like doing this job. **(R)**

	Normative Job Commitment
	- Please indicate how strongly you (dis)agree with the following statements: -
78	In my opinion it is important to do my job the best I can.
79	I feel responsible for my mistakes.
80	I feel responsible for my work.
81	I feel responsible for improving my work.
82	In my opinion it is important to work tidy.
83	In my opinion it is important to pay attention during my work (i.e. pay attention to mistakes, downtime).
84	In my opinion it is important that people are satisfied with the job I am doing.

	Turnover Intention
	- Please indicate how strongly you (dis)agree with the following statements: -
85	I think a lot about leaving Eaton Hengelo.
86	I am actively searching for an alternative to Eaton Hengelo.
87	As soon as it is possible, I will leave Eaton Hengelo.

Appendix 8: Exploration of the data

Variable	Category	% of respondents
(1) Gender in percentage	Male	97,6
	Female	2,4
(2) Percentage of respondents (ordened in categories) for the respondent's age in years	< 25	1,6
	26 – 35	10,7
	36 – 45	43,4
	46 – 55	28,7
	56 – 65	15,6
(3) Percentage of respondents per category for living together and/ or having a partner	No partner	10,0
	Living together with a partner	87,5
	Having a partner, not living together	2,5
(4) Number of children in percentage	0 children	24,8
	1 child	7,4
	2 children	48,8
	3 or more children	19,0
(5) Highest education followed in percentage	Secondary education	0
	LTS	0
	MTS	21,8
	HTS	41,1
	LBO	0
	MBO	3,2
	HBO	21,8
	University	12,1
	Other	0
(6) Percentage of respondents per category for the time working at Eaton Hengelo	0 - 6 months	2,4
	6 months - 1 year	4,0
	1 - 3 years	6,5
	4 - 5 years	8,1
	5 - 10 years	8,9
	More than 10 years	70,2
(7) Percentage of respondents per category for department	Research & Development	25,0
	Engineering	0
	Sales & Marketing	43,5
	Services	12,9
	Supply Chain	7,3
	Other	11,3
(8) Percentage of respondents per category for the time working in the current function	0 - 6 months	12,1
	6 months - 1 year	5,6
	1 - 3 years	27,4
	4 - 5 years	15,3
	5 - 10 years	11,3
	More than 10 years	28,2

Appendix 9: Correlation analysis

Correlations

		influence	rewards	HRFlow	worksystems	AOC	NCC	ACC	NCC	AJC	NJC	T
influence	Pearson Correlation	1	,556**	,540**	,562**	,353**	,355**	,490**	,234*	,327**	,003	-,343**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,015	,001	,972	,000
	N	120	106	104	108	107	108	107	107	108	107	108
rewards	Pearson Correlation	,555**	1	,445**	,369**	,335**	,399**	,353**	,251**	,310**	,093	-,407**
	Sig. (2-tailed)	,000		,000	,000	,000	,000	,000	,009	,001	,342	,000
	N	105	110	104	108	107	107	107	107	108	107	108
HRFlow	Pearson Correlation	,540**	,445**	1	,582**	,408**	,418**	,472**	,282**	,546**	,137	-,351**
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,000	,004	,000	,163	,000
	N	104	110	108	106	105	105	105	105	106	105	106
worksystems	Pearson Correlation	,562**	,369**	,582**	1	,425**	,404**	,530**	,376**	,601**	,216*	-,385**
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,000	,000	,023	,000
	N	108	108	106	112	110	110	110	110	111	110	111
AOC	Pearson Correlation	,353**	,335**	,408**	,425**	1	,582**	,496**	,546**	,596**	,325**	-,433**
	Sig. (2-tailed)	,000	,000	,000	,000		,000	,000	,000	,000	,001	,000
	N	107	107	105	110	111	109	109	110	111	110	111
NCC	Pearson Correlation	,355**	,399**	,418**	,404**	,582**	1	,471**	,726**	,580**	,176	-,443**
	Sig. (2-tailed)	,000	,000	,000	,000	,000		,000	,000	,000	,068	,000
	N	108	107	105	110	109	111	109	109	110	109	110
ACC	Pearson Correlation	,490**	,353**	,472**	,530**	,496**	,471**	1	,332**	,681**	,312**	-,375**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000		,000	,000	,001	,000
	N	107	107	105	110	109	109	111	110	110	110	110
NCC	Pearson Correlation	,234*	,251**	,282**	,376**	,546**	,726**	,332**	1	,464**	,208*	-,332**
	Sig. (2-tailed)	,015	,009	,004	,000	,000	,000	,000		,000	,028	,000
	N	107	107	105	110	109	109	110	111	111	111	111
AJC	Pearson Correlation	,327**	,310**	,546**	,601**	,586**	,580**	,681**	,464**	1	,352**	-,398**
	Sig. (2-tailed)	,001	,001	,000	,000	,000	,000	,000	,000		,000	,000
	N	108	108	106	111	111	110	110	111	112	111	112
NJC	Pearson Correlation	,003	,093	,137	,216*	,325**	,176	,312**	,208*	,352**	1	,024
	Sig. (2-tailed)	,972	,342	,163	,023	,001	,068	,001	,028	,000		,801
	N	107	107	105	110	110	109	110	111	111	111	111
T	Pearson Correlation	-,543**	-,407**	-,351**	-,385**	-,433**	-,443**	-,375**	-,332**	-,398**	,024	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,801	
	N	108	108	106	111	111	110	110	111	112	111	112

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

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