

THE IMPORTANCE OF MEETING YOUR EMPLOYEE'S EXPECTATIONS

A research about the expectations of employees in the healthcare sector and how its (un)fulfilment influences their commitment and turnover intentions



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Preface

Here you see my master thesis 'The importance of meeting your employee's expectations'. I wrote this thesis to fulfil the graduation requirements of the master Strategic Human Resource Leadership at the Radboud University Nijmegen. This research is conducted at a Healthcare institution in the south of the Netherland and took 5 months. I really want to thank the boss and managers for making it possible for me to research their employees and giving me good ideas and feedback. I also want to thank Dr. Carolin Ossenkop for giving me good feedback and helping me where I needed it.

Doing research is never easy but I worked on it with great pleasure. I hope the reader can learn as much from this research as I did myself. It gave me very good insight in what employees expect from an employer and what can be done to keep committed employee in the organization. Information that I can definitely use in my future.

Enjoy the reading!

Mandy Peeters

Nijmegen, June 18, 2018

Abstract

This research titled 'The importance of meeting your employee's expectations' shows how important it is for employers and managers to take employee expectations into account and try to fulfil these expectations in order to keep the employees committed and prevent them from leaving the organization. Organizational commitment in this research is divided in three forms; affective-, continuance and normative commitment. When employees feel like their expectations are met, they show higher levels of affective and normative commitment, and lower levels of turnover intentions. The research also shows that employees with higher levels of affective and normative commitment show lower levels of turnover intentions. The two forms of organizational commitment even mediate the relationship between the degree in which expectations are met, and an employee's turnover intentions. Continuance commitment seemed not to have a significant relationship with employee expectations and turnover intentions.

The research takes place in the healthcare sector. Healthcare institutes have a hard time finding the right employees because of growing staff shortage in the whole sector. The staff shortage makes it easy for employees to get another job elsewhere if they want to. However, high turnover rates can create problems in terms of morale, time and finance so it is something that needs to be avoided. This research shows what can be done to decrease the turnover rate and keep committed employees within the organization.

Quantitative research was done to find out the relationships between the variables. A survey was send out to 180 employees of a care home for older people. In the first part of the survey the employees had to fill in what they expected from their employer, whether or not they felt like these expectations were met. In the second part they had to rate statements to measure the levels of affective-, continuance-, and normative commitment, and turnover intentions. A regression analyses was conducted to find out how the variables were related to each other and if the hypotheses were accepted or rejected.

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Chapter 1: Introduction

The healthcare sector is dealing with a lot of pressure. Staff shortage is a big problem that the healthcare sector has experienced in the past years, and it will be no different in 2018 (Berends, 2018). Finding the right employees is hard, but keeping them in the organization might be just as hard. Leaving employees cost a lot of time, and a lot of money. Besides that, turnover also has an effect on customer relations, disruption of efficiency and a decrease in morale of the employees (Abbasi & Hollman, 2000). Like Mobley (1982) said: voluntary organizational turnover can be dysfunctional and detrimental to the organization. Therefore organizations need committed employees; employees that feel connected to the organization, whose identity fits with the organization, and understand the goals of the organization (Mowday, Steers & Porter, 1979). However, creating committed employees does not happen by itself. In order to create a connection between the employee and the organization, the employer needs to try to live up to the expectations of their employees as best as they can, create commitment and prevent them from leaving the organization.

Managers in all sectors often have to deal with uncommitted employees. Due to the lack of commitment to neither the organization, nor their career, chances are high that the employees quit their job early (Somers & Birnbaum, 2000). In the healthcare sectors it is even more important to create commitment within the organization. Because of the staff shortage people can easily find a job elsewhere if they want to and move to another organization. In order to create more commitment, managers have to know what the employees expect from the job, organization, managers, colleagues, and so on, so they can live up to this (Irving & Montes, 2009). In this research it will be tested if living up to these expectations will lead to more organizational commitment, and less turnover intention. The organisational commitment is divided into three parts; affective, continuance and normative. In the end the main question will be answered: *How does the degree of meeting employee expectations influence organizational commitment and turnover intentions?*

Through the last couple of years relatively little empirical attention has been given to what employees in the healthcare sector exactly expect from the organization they work for and the relationship between the degree of meeting these expectations, the three forms of organizational commitment and turnover intentions. White and Schneider (2000) showed that levels of commitment can be explained by differences in expectation disconfirmation; the less employee expectations are met, the less committed they will be to the organization. Proost, van Ruysseveldt & van Dijke (2012) showed that unmet expectations lead to an increase in turnover intentions, just like Porter & Steers who already showed in 1973 that when an individual's expectations are not substantially met, chances of withdrawal increase. However, employee expectations are dynamic. Expectation change in the light of the environment, communications and employee interactions (Hubbart & Purcell, 2001). Times are changing and that is why it is time to shed a new light on the expectations that employees in the

healthcare sector have nowadays and the influences of meeting these expectations has on commitment and turnover. The fact that organizational commitment is divided in affective-, continuance-, and normative commitment gives even more detailed information. This will not only add relevant information to the literature, but it will also be helpful for HR managers in the healthcare sector who are facing trouble regarding uncommitted employees and high turnover rates. This research can help them to better understand the needs of their employees, create more commitment on the work floor, and reduce the turnover rate.

In chapter 2 there will be a deeper insight in the literature about employee expectations, employee commitment and turnover intentions. These variables will also be linked to each other and hypotheses will be formulated. In chapter 3 the methodology of this research will be explained. In chapter 4 the results will be analysed, based on these results a conclusion will be drawn in chapter 5 followed by a discussion part. Last, some managerial recommendations will be done to help organizations in the future.

Chapter 2: theoretical background

In this chapter the key concepts of the research, the most relevant theories, and the way the variables are linked to each other will be discussed. Next to that hypotheses and a conceptual model will be explained.

2.1 Healthcare sector

This research is focused on the healthcare sector. The healthcare sector consists of all care providers focused on healing or long-term care and nursing (Eggink, Oudijk & Woittiez, 2010). In the Netherlands the healthcare sector will face a staff shortage of approximately 100.000 employees in a few years if no extra measures are taken (ANP, 2017). In 2017 the number of open vacancies in the healthcare sector increased by 80 percent (Oosterom & Visser, 2017) which is a very large number. Simultaneously, the demand for nurses and carers increased with 1.5 percent in 2018 (Metro, 2018). The gap is getting bigger and it gets harder every year for healthcare institutions to find employees.

One of the reasons for the growing shortage according to Eggink et al. (2010) is that the healthcare sector does not have a very good image. The work pressure is very high and more and more work needs to be done by a decreasing number of people. This unattractive image caused a decrease in nursing students in the last few years and it also caused people in the healthcare to leave the sector and find a job elsewhere. Then there is also the fact that the Dutch population is aging. An aging population does not only mean that there are more people in society that need to be taken care of, but it also means that employees in the healthcare sector get older and retire, while the influx of younger people is limited (VrijheidindeZorg, 2017).

ANP (2017) states that in order to tackle the staff shortage, employers in the healthcare sector should improve the working conditions and also better match the wishes and expectations of the employees. Eggink et al. (2010) also explain that employers need to invest in staff retention so they can prevent them from leaving. Employers need to take more account of the changing wishes and expectations of the staff. If employers are not able to keep their employees in the organization or find new employees to fill up the open vacancies, the lack of attention for patients will grow, the waiting lists will get longer and the circumstances will get worse (Eggink et al., 2010)

2.2 Employee expectations

According to Porter, Lawler and Hackman (1975) an expectation is a belief an individual holds that a certain idea will lead to a certain outcome in the environment. An employee logically also has expectations about the job, managers, colleagues, atmosphere, safety, and so on even before they start with their job. If these expectations are met than the employee will be satisfied but if the expectations are not met than there is a “discrepancy between what a person encounters on the job

in the way of positive and negative experience and what he expected to encounter” (Porter & Steers, 1973, p. 152). Like said before, expectations are contingent and constantly modifying (Hubbart & Purcell, 2001), which means that some expectations that employees had ten years ago, could be different from what employees expect today. For instance, 20 years ago employees expected most of all that they had job security and that they would spend their whole career with one organization. Nowadays job security is harder to find so employees expect that their employer invests in their personal development (Fugate, Kinicki and Ashforth, 2004). But why is it so important for an employer to take employee expectations into account? “Every individual has certain expectations about their employment situation, and behaviour and attitudes are an outcome of a process in which employees compare their level of expectations with their perceived realities. Employees become attached to their organization when their prior expectations have been satisfied” (Chang, 1999, p.1257) According to Earnest, Allen and Landis (2011) expectations already partly start with the job preview. Therefore job previews always need to be as realistic as possible. Unrealistic job preview can cause a false start, right at the beginning.

Woods (1993) describes in his article some expectations that employees have about their job in general. Employees expect salary that is competitive with the rest of the industry and that reflects their individual contribution, appropriate recognition for the work that is done, job security, trustworthy supervisors and upper management, a safe work environment and dignified treatment of all employees. According to Oraman, Unakitan and Selen (2011) employees expect good pay, appreciation, promotion, effective communication, job security and a safe work environment. Employees also expect that the employer invests in education/training and development of the employee (Hiltrop, 1995). Also according to Hammett (1984), opportunities for development are very important to employees, but they also expect autonomy and flexibility in their jobs. Among professional women and couples, the ideal job is seen as offering job flexibility, autonomy, responsibility, variety and opportunities for training and development (Hiltrop, 1995).

What employees and employers expect from each other is most of the time stated in the so called psychological contract. Psychological contracts can be defined as the understandings that people have about the commitments that are made between themselves and the organization/employer (Rousseau, 1994). Like mentioned before, in this research only the side of the employee is of interest. According to Vos, Buyens and Schalk (2003) employee expectations in a psychological contract are related to job content (e.g., autonomy), social atmosphere (e.g., good relationships with your colleagues), career development (e.g., opportunities for promotion), financial rewards (e.g., attractive rewards packages) and work-life balance (e.g., respect for personal situations). Hiltrop (1995) added two dimensions: training (e.g., financial support for training courses) and job security (long-term perspective). Lastly, employees also expect from their managers that they stick to

the agreements that they made and keep their promises (Ellis, 2007). Findings of Lait and Wallace (2011) show that whether or not expectations are met is critical in explaining job stress. Of course this is something that an employer wants to avoid.

2.3 Turnover intentions

Labour turnover means voluntary or involuntary permanent withdrawal from an organization (Robbins & Judge, 2007). In this research we talk about voluntary organizational turnover. This is a process in which a person decides to leave the organization (McPherson, 1976). However, in this research it is not about the actual turnover, it is about the turnover intentions which is a behavioural intention resulting from company policies, labour market characteristics and employee perceptions (Gaertner & Nollen, 1992). According to Chang (1999) turnover intentions can also indicate a breach in the relationship between individuals and the organization. It can be very problematic for the organization because when people decide to actually leave, they also take their experience, knowledge and talent with them. Besides that, it can also decrease the level of morale of other employees (Chang, 1999). According to Yang, Wan & Fu (2012) there are five major factors that cause employees to leave the organization. The first one is inappropriate recruiting process, which means that the employees are not recruited in the right way and managers select the wrong people. The second one is inappropriate work placement; this means that the employee is not doing the right job for him/her or the job that he/she likes. The third one is dissatisfaction with salary, benefits and job opportunities. The fourth one is inappropriate management of organizational staff, which means poor management of the employee. The last one is job stress and burnout, which means that the work people do causes them bad effects on their mental health. These factors have a strong link with employee expectations. If an employee wants to leave because of a certain reason like low salary, it is clear that the employee expects the opposite; a higher salary.

Looking at employee expectations and turnover intentions, several studies show a relationship between these two variables. Yang et al., (2012) show in their research that when an employer wants to reduce the turnover rate, employee expectations need to be considered. If employee expectations are not considered the turnover rate will remain high because employees feel like they can find a job elsewhere that better matches their expectations. This shows that it is very important to know what your employees expect if you want to keep your employees within your organization. Wotruba and Tyagi (1991) show in their research that there is a strong relationship between expectations and turnover intentions. When employees' expectations are not met, chances increase that they want to leave the organization. In that case, the reality does not fit with the idea that they have in mind about how it should be. Munasinghe (2006) on the other hand shows that when expectations are confirmed, chances are lower that the employee wants to quit the job. There is also a theory created by Wanous (1992) which is called the 'met expectation theory'. This theory shows that newcomers in an

organization are often disappointed after a little while when they starting to realize that their expectation that they had on forehand, will not be met. Wanous (1992) offered this theory as an explanation for high turnover in an organization. When expectations are not met, the first step is low job satisfaction. In the second step this low job satisfaction leads to the intention of quitting the job and eventually leaving the organization. However, according to Wanous (1992) and Earnest, Allen and Landis (2011), this problem can be solved by ensuring that your job previews are realistic, and in that way reduce the expectations of your newcomers.

H1: The degree of meeting employee expectations is negatively related to turnover intentions.

2.4 Commitment

Committed workers are key for an organization, because committed workers are the workers who stay in an organization in times of trouble, without undue absenteeism, works to preserve the organization's assets and shares its values (Meyer & Allen, 1997). Commitment in general is "a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target" (Meyer, Becker, & Van Dick, 2006, p. 666). In this context the term organizational commitment is used because that is the type of commitment that connects the people to the organization and that is what organizations want. Organizational commitment can be described as the relative strength of an employee's identification with and involvement in a particular organization (Mowday, Porter & Steers, 1979). Organizational commitment can be characterized by three factors. First of all, a strong belief in and acceptance of the organization's goals and values. Second, a willingness to exert considerable effort on behalf of the organization. Third, a strong desire to maintain membership in the organization. (Mowday, Porter, & Steers, 1982, p. 27).

Looking at the relationship between employee expectations and commitment, Guskus already showed in 1966 that when expectations of employees are met, the likelihood of commitment increases. In his book he describes: "the nature of one's commitment to an organization may undergo drastic changes depending on the relationship between belief and reality" (Guskus, 1966, p.489). Which means that an employees' degree of commitment to the organization depends on whether or not his or her expectations are fulfilled and keep being fulfilled. Tannenbaum, Mathieu, Salas and Cannon-Bowers (1991) also show in their research that fulfilment of expectations leads to better attitudes and to greater organizational commitment. Other researchers (Davy, Kinicki, Kilroy & Scheck, 1988) show the other way around; when employee expectations are not met, this can lead to dissatisfaction, which in turn will lead to lower commitment. Organizational commitment can be divided into three parts according to the three-component model (TCM) of organizational commitment created by Meyer and Allen (1991). It shows that commitment can take multiple forms; affective commitment, continuance commitment, and normative commitment. They explain the three forms as followed.

2.4.1 Affective commitment

The first one is affective commitment. Affective commitment means that employees feel like they are emotionally attached to the organization and they feel a desire to stay (Meyer & Allen, 1991). Or in other words it is “the degree to which an individual is psychologically attached to an employing organization through feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure, and so on” (Jaros, Jermier, Koehler & Sincich, 1993 p. 954). Affective commitment is influenced by the extent to which an employees’ needs and expectations about the organization are matched by their actual experience (McDonald & Makin, 2000). When employee expectations are met this results in a positive attitude towards the organization. This attitude forms the basis of an employee’s intentions and behaviours (Restubog, Bordia & Tang, 2010) and their loyalty, affection, warmth etc. will be expressed through their behaviour and result in affective commitment. This shows that affective commitment mediates the relationship between the degree of meeting expectations and turnover intentions. This will be tested.

The affective form of commitment is also the one that is most strongly related to turnover intentions of all three forms of organizational commitment (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002, Gonzalez & Guillen, 2008). Allen and Meyer (1990) also state that affective commitment has a strong negative effect on turnover intentions. This because a person’s mind-set associated with affective commitment reflects the *desire* to continue employment, which presumably is a stronger motive than the perceived cost of failing to do so like in continuance commitment or the perceived obligation to stay like in normative commitment (Meyer & Herscovitch, 2001). This means that the higher the affective commitment of an employee, the higher the desire to keep the job and the lower their turnover intentions are. So, affective organizational commitment is negatively associated with turnover intentions (Cooper-Hakim & Viswesvaren, 2005; Meyer et al., 2002). This results in the following hypotheses

H2a: The degree of meeting employee expectations is positively related to affective commitment.

H2b: Affective commitment is negatively related to turnover intentions.

H2c: Affective commitment mediates the relationship between degree of meeting employee expectations and turnover intentions.

2.4.2 Continuance commitment

The second one is continuance commitment. Continuance commitment is a little different from the other two forms of organizational commitment. McDonald and Makin (2000) state that continuance commitment is more calculative and it concerns the employee’s need to continue working for the organization. It means that employees are aware of the economic and social costs that come along with leaving the organization, and they fear those losses (Meyer & Allen, 1991). “Continuance

commitment has 2 primary antecedent: lack of job alternatives and 'side bets' which is anything that increases the cost of quitting, such as investments in the organization in terms of time, money and effort" (Wasti, 2002, p. 526). People do not feel emotionally committed to the organization, but they just cannot leave without incurring high costs (Somers, 2009). In other words, people stay because they feel they are 'locked', not because they want to. Continuance commitment is not a very positive type of commitment, rather negative. It works in the opposite direction than affective and normative commitment. Therefore HRM practices should aim at reducing this kind of commitment, and enhance affective and normative commitment (Suliman & Iles, 2000). Overall, affective and normative commitment tend to be positively related to favourable attitudinal and behavioural outcomes (Meyer et al., 2002). Continuance commitment on the other hand is often found to have negative effects on employee behaviour (Ko, Price & Mueller, 1997). According to Allen and Meyer (1990) and Whitener and Walz (1993) continuance commitment does not have a significant effect on intent to quit. On the other hand, Somers (2009) and Van den Berghe, Panaccio and Ayed (2011) show in their research that continuance commitment can be positively related to effect on turnover intentions. More researchers question whether or not continuance commitment should even be a dimension of organisational commitment because it has sometimes been found to be unrelated or even positively related to turnover intentions (Taing, Granger, Groff, Jackson & Johnson, 2010). A regression analysis is needed to see if continuance commitment is indeed positively related to turnover intentions or if there is no significant relation at all.

Furthermore, Ning and Jing (2012) show in their research that meeting employee expectations is positively related to affective commitment and normative commitment but negatively related to employee's continuance commitment. So, the more expectations are met, the lower the levels of continuance commitment. However, it also means that if expectations are not met, the continuance commitment will grow. This because meeting expectations creates a positive attitude towards the organization which makes them want to stay, but if expectations are not met people will create a negative attitude (Whitener, 1997) where they might feel like they would rather leave, but they cannot do it. Continuance commitment is not about wanting to stay, it is about the need to stay (Suliman & Iles, 2000). So in other words; when expectations are met, affective and normative commitment will increase, and continuance commitment will decrease because the feeling of 'I need to be here' turns in to 'I want to be here'. It is therefore possible that continuance commitment can mediate between degree of meeting employee expectations and turnover intentions in the opposite way as affective and normative commitment do. When employee expectations are not met and employees feel high levels of commitment, this could increase employee's intentions to leave even further.

H3a: The degree of meeting employee expectations is negatively related to continuance commitment.

H3b: Continuance commitment has a positive effect on turnover intentions.

H3c: Continuance commitment mediates between the relationship between degree of meeting employee expectations and turnover intentions.

2.4.3 Normative commitment

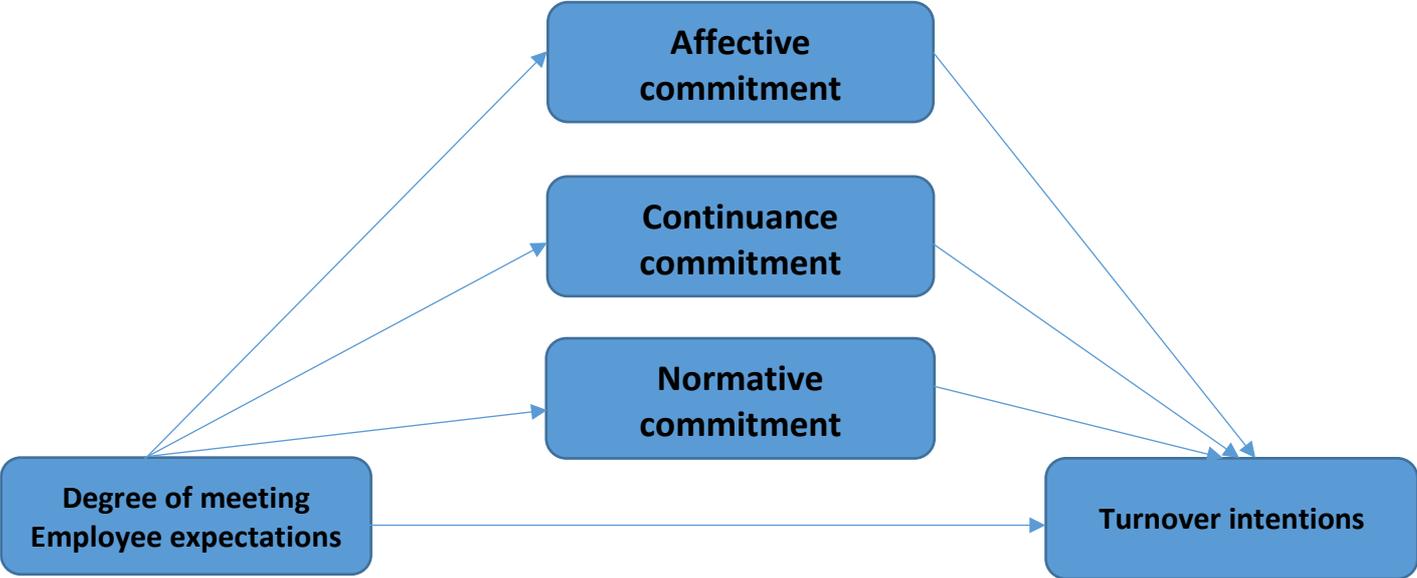
The third one is normative commitment. Normative commitment means that employees feel some kind of obligation to keep working for the organization (Meyer and Allen, 1991). Wiener (1982) defines normative commitment as a perceived duty to support the organization and its activities. Reciprocity is a powerful underlying mechanism when it comes to normative commitment (Meyer & Parfyonova, 2010). When an organization does a lot for its employees (bonuses, rewards, education e.g.) the employees feel like they owe something to the company. This feeling keeps the employees in the organization until they feel like their debt is repaid (Scholl, 1981). So, in this context we assume that the more the organization fulfils the expectations of employees, the more the employees' normative commitment will grow because they feel like they have to do something in return for the effort the organization makes. This is also related to the social exchange theory; when the employer does something for the employee, the employee does something for the employer in return (McDonalds and Makin, 2000). Meyer and Allen (1991, p. 67) also argue that "employees with strong normative commitment will remain with an organization by virtue of their belief that it is 'the right' and moral thing to do". If employees have the intentions to remain within the organization this will automatically result in lower turnover intentions. This is confirmed by the research of Allen and Meyer (1990). They show that normative commitment is significantly negatively related to turnover intentions. Somers (2009) also shows in his research that people with high levels of normative commitment, have less intentions to leave the organization. It is also reasonable to assume that normative commitment can function as a mediator between degree of meeting employee expectations and turnover intentions. When employers show that they are willing to meet the expectations of the employees, the employees will feel like they want to do something in return and therefor have no intentions to leave the organization because they would not feel right. However, it is not likely that normative commitment would function as a full mediator because that would mean that employees only do their work because they feel a sense of obligation. This leads to the following hypotheses

H4a: The degree of meeting employee expectations is positively related to normative commitment.

H4b: Normative commitment is negatively related to turnover intentions.

H4c: Normative commitment partially mediates the relationship between degree of meeting employee expectations and turnover intentions.

Figure 2.1 – Conceptual model



Chapter 3: Method

In the methodological section the research context, type of research and research design, measurements scales and the reliability and validity will be discussed.

3.1 Research context

The research will be conducted at a Dutch private healthcare facility for older people. It has 6 locations in the south of the Netherlands and it is a relatively flat organization with approximately 180 employees. The organization grew pretty hard in the last couple of years because private healthcare facilities gained a lot of popularity. Because of the growth, more and more employees were needed. Their need for employees in combination with the shortage of employees in the healthcare sector makes it very important for them to keep the right employees inside their organisation. Unfortunately, there has been a high turnover rate in the last few years which causes a lot of problems. According to the HR manager this creates a lot of stress for the rest of the employees because they have to fill up the gap in the work schedule when someone decides to leave. Besides that, it also costs a lot of time and money because new applications have to be set up, job interviews need to take place, and new people need to be coached to settle into the new job. Because of this the company keeps on looking for a way to keep their employees inside the company, and most of all create committed workers who want to stay instead of leave.

3.2 Sample description

All employees of the healthcare organization who work there for longer than 3 months are targeted and will receive a link to fill in the questionnaire. People who work less than 3 months for the organization will be left out because they have not worked long enough to see whether or not expectations are met. The population are men and women but mostly women with an age between 20 and 60. Most people have a Dutch background but there are also workers with a Polish, Turkish or Moroccan background. Approximately 10 new people started in the last 3 months. This comes down to a sample size of 170 employees (N=170) which represent nursery, host(ess), housekeeping, technical service, administration, and the management team. At the end 82 people filled in the survey.

3.3 Type of research and research design

A quantitative research method is used because it needs to be measured if the degree of meeting employee expectations has an influence on affective-, continuance- and normative commitment and turnover intentions, and if the three forms of commitment have an influence on turnover intentions. It is also tested if the three forms of commitment can function as a mediator between degree of meeting expectations and turnover intentions. Or in other words, it is tested if affective, continuance

and normative commitment can explain the relationship between degree of meeting employee expectations and turnover intentions. It can be a full mediation or a partial mediation. Making these variables measurable helps to make predictions about the turnover intentions of employees. Hypotheses have been drawn up to test the expectations about the relationships between the variables. The data are collected through surveys and the employees received an email with a link to fill in the survey. The survey contains of 71 statements that employees have to rate. 21 statements about expectations, 21 statements about the degree in which these statements are met, 8 statements about affective commitment, 8 statements about continuance commitment, 8 statements about normative commitment, and 5 statements about turnover intentions. However, it is not mandatory for the employees to participate in the study. Confidentiality of the data is assured and the data will be presented in a collective form, so it is not possible to trace information back to an individual participant. The questionnaire will be in Dutch because not everybody in the company speaks English.

3.4 Measures and data analyses

The survey has 5 sections. The first section collects information about the employee expectations and the degree to which these expectations are met. The second section consists of eight statements about affective commitment, the third section contains of eight statements about continuance commitment, and the fourth section contains of eight statements about normative commitment. These three section together represent organizational commitment. The last section contains of 5 statements about turnover intentions.

To measure the degree in which employee expectations are met, the same method is used as Irving and Montes (2009) use in their research. In their research they also want to know what people expect from their employer and to what degree these expectations are met. The employees are first asked to rate the extent to which they expect their employer provides them with one of the subjects (e.g., rewards, decision-making), and after that they have to rate the extent to which they feel their employer fulfils these expectations. However, this method still differs a little from the method that is used in this research. The difference is that Irving and Montes (2009) collected their data by sending two surveys at two different moments in time; a survey to measure expectations, and a survey three months later to see if the expectations were fulfilled. Time is limited in this research and therefor there will be only one survey. This means that expectation and degree of fulfilment will be asked in the same survey. For example, the employee first rates a statement like 'I expect that I receive financial rewards or bonuses' or 'I expect a safe work environment'. Every statement can be rated based on a 5 point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). After that they have to rate how far they feel their expectation is met using the following statement 'I feel like this expectation is met' with also a 5 point Likert scale. The expectations that are used in this research are not the same as

Irving and Montes (2009) use because the context is different. Therefore the expectations are adapted to the context of this research. This is done by using earlier research about employee expectations. The items are based on studies of Porter, Lawler and Hackman (1975), Porter and Steers (1973), Hubbart and Purcell (2001), Chang (1999), Woods (1993), Oraman, Unakitan and Selen (2011), Hiltrop (1995), Hammet (1984), Rousseau (1994) and Vos, Buyens and Schalk (2003). After collecting information about the expectations that employees can have towards their organization or employer the expectations are turned into statements. Every statement about an expectation is immediately followed up by a statement about the degree in which the expectation is met, so the two types of questions are not divided into two groups. This is done because it makes people really think about the expectation. They have to question themselves what do I expect? Is the expectation met in my current situation? Putting the two types of statements right after each other keeps the employees sharp and prevents them from getting bored quickly.

To measure organizational commitment, the three-component model questionnaire of Allen and Meyer (1991) is used and according to them affective, continuance and normative commitment are distinguishable components of commitment. Earlier research has provided consistent evidence that the three forms of commitment are operationally distinct (Somers, 1995). The scales attached to affective, continuance and normative commitment are widely tested in all kinds of researches about organizational behaviour and received considerable support (Somers & Birnbaum, 2000; Meyer, Stanley, Herscovitch, Topolnytsky, 2002; Meyer, Stanley & Parfyonova, 2011). All three forms use a 7-point Likert scale representing from 'strongly disagree' to 'strongly agree' to capture the respondents' extent of agreement with each statement. The affective scale consists of statements like 'I would be very happy to spend the rest of my career with this organization' and 'I enjoy discussing my organization with people outside it'. The continuance scale consists of statements like 'I am afraid of what might happen if I quit my job without having another one lined up' and 'I feel like I have too few options to consider leaving this organization'. The normative commitment scale consists of statements like 'Jumping from organization to organization seems unethical for me' and 'I was thought to believe in the value of remaining loyal to one organization'.

Turnover intention is measured based on 5 items from Keaveney (1992), which are also used by Ganesan and Weitz (1996). This scale captures the extent to which employees believe that they will be leaving a company within a short period of time. Each item was measured using a 7-point Likert scale representing from 'strongly disagree' to 'strongly agree'. The turnover scale consists of statements like 'I do not think I will spend all my career with this organization' and 'I am looking for some other job now'.

In SPSS a linear regression analyses will be used to see if the degree of meeting employee expectations is a predictor for a) the three forms of organizational commitment, and b) turnover

intentions and if the three forms of organizational commitment are a predictor for turnover intentions. These regression estimates are used to explain the relationship between the independent variable 'degree of meeting employee expectations', the mediator 'organizational commitment' and the dependent variable 'turnover intentions' (Statics Solutions, 2013). The statements about the importance of an expectations (e.g. 'I expect good relationships with my managers') are only used to give the healthcare institute more information about what their employees expect from them but are not used for the regression analyses. This is done because these statements do not say anything about the degree in which a certain expectation is met. The statements about the degree in which these expectations are met ('I feel like this expectation is met') are used for the regression analyses. When employees did not have any expectation about a particular subject they were asked to answer the following statements 'I feel like this expectation is met' with 'neutral' because an expectation can not be met or unmet, if the expectation was never there.

3.5 Validity and reliability

Looking at validity, there is a distinction between internal and external validity. Vennix (2011) describes internal validity as 'collected data measures what the researcher wants to measure'. The measurements scales of organizational commitment (Meyer & Allen, 1990) and turnover intentions (Keaveney, 1992) are valid and used in earlier research which enhances the internal validity of this research. The measurement scales of employee expectations is based on early research (Irving & Montes, 2009). However, the statements are adjusted to the context of this research but the structure stayed the same. The survey was pre-tested before they were send out to the employees. The pre-test showed that some statements were not completely clear because they contained some difficult words which were not understandable for everyone. These statements were put into different words to make it more readable. In this way it can be made sure that the survey is clear and the respondents understand the questions. Furthermore, the employee who fill in the survey will stay completely anonymous so that chances of socially desired answers will be kept as small as possible.

According to Vennix (2011) external validity is the generalizability of the results. Since the data is collected at an organization in the healthcare sector who want to lower their turnover rates, the results will mostly be generalizable to organizations who face the same problems in this sector. Also the staff composition is a good reflection of reality. More women than men work in the healthcare sector (van der Meijden, 2014) which is also the case at the research subject. Beside that the employees have different backgrounds and ages range from 20 to 60. This increase the external validity of the research. Besides that, results of this study can be helpful for HR managers in all kinds of industries because it gives them deeper insights in their own employees.

Reliability of a study means that conducting the research again under the same conditions

should lead to the same results (Vennix, 2011). Transparency is therefore very important and every step that is made in this research is described in detail. Pre-testing of the survey will also contribute to the reliability of this research. Last, the collected data will be available for further analyses. The measurement scales in this research will also be tested on their reliability. In SPSS is tested if the constructs correlate with each other and if the constructs form a reliable scale. Internal consistency is tested with the Cronbach's Alpha function in SPSS. The value of the Cronbach's alpha should be at least above .6, a value above .8 is considered as very reliable. The reliability statistics shows that for the scale 'degree of meeting employee expectations' $\alpha = 0.859$ which indicates a good internal consistency and high reliability. For the affective commitment scale $\alpha = 0.756$. Q50 (I really feel as if this organization's problems are my own) has been left out which turned the alpha from 0.675 into 0.756. This indicates an acceptable internal consistency. For the continuance commitment scale $\alpha = 0.804$. This means that continuance commitment scale has a good internal consistency. For the normative commitment scale the α was 0.561. Removing Q71 (I do not think that wanting to be a 'company man/woman' is sensible anymore) created α of 0.620. Removing Q67 (One of the major reasons I continue to work for this organization is that I believe that loyalty) created $\alpha = 0.679$. For the turnover intentions scale $\alpha = 0.770$ which indicates an acceptable internal consistency.

Before testing the hypotheses, the validity of the measurement model was verified. A confirmatory factor analysis was conducted because there was already a belief about underlying factors based on earlier research from Allen and Meyer (1991) and Irving and Montes (2009). For the part of the employee expectations the expectation was that there would be 2 factors and that the items about the importance of a certain expectation would load on one factor, and the items about the degree in which those expectations were met would load on the other factor. The CFA results suggest that the items indeed load on the anticipated construct after an Oblimin factor rotation. The items about the importance of the expectations load on the first factor. Loadings range from 0.358 to 0.720. The items about the degree in which expectations are met all load on the second factor. The loadings range from 0.342 to 0.800. KMO test shows a value of 0.591 which indicates that the sampling is adequate. Bartlett's test shows a significance of 0.00. For the three commitment scales CFA suggests that the items load on the anticipated construct after Oblimin factor rotation. Affective commitment items load on the second factor with loadings ranging from 0.57 to 0.82. Continuance commitment items all load on the third factor with loading ranging from 0.44 to 0.68. The normative commitment items load on the first factor with loading ranging from 0.55 to 0.789. However, one normative commitment item loads on the affective scale which is striking. It is the statement about being loyal to the organization you work for. It is possible that this item loads on the affective factor because affective commitment and loyalty are also related to each other. According to Mattila (2006) affective commitment can even boost loyalty. The relationship between affective commitment and loyalty

might explain the unexpected loading. Furthermore, the KMO test shows a value of 0.671 which indicates that the sampling is adequate. Bartlett's test is significant ($p < 0.01$).

Furthermore, the questionnaire is translated from English to Dutch because the study was conducted in a Dutch-speaking context. All measures were translated from English to Dutch by one translator, and back-translated independently by a second translator to ensure that the statements are free from errors. This translation process is very important because false translations can alter the meaning of the statements.

3.6 Research ethics

The aim of this research is to gain new, truthful and reliable scientific knowledge about employee expectations, organizational commitment and turnover intentions and avoid errors. Information within this research is only based on scientific articles of other researchers in the field and information that is given by the employees of the organization via questionnaires is used in this research. Only those employees have access to the questionnaire, other people from outside the organization will not be able to get access to the questionnaire. Before the questionnaire will be send to the employees they will receive an extensive explanation of the research so the employees will exactly know what the research is about and why it is valuable for them to fill in the questionnaire. It will not only help the research but it will also help them as an organization to optimize their human resource management. The data that are gathered will be transferred to SPSS to analyse it and come to conclusions. The employees will receive an email and they can voluntarily fill in the questionnaire, they will not be forced by the researcher nor the managers of the organization. The employees stay totally anonymous. The employee also has the right to quit the questionnaire whenever they want to, their answers will not be further used. The data will be only available for the researcher because getting access to the data requires a password that only the researcher has. Only the general conclusions based on the data will be available for the organisation.

Chapter 4. Results

In this chapter the results will be presented. The results are based on 81 surveys filled in by employees of a Dutch healthcare institution. The results will be explained based on the hypotheses that are made earlier in this research. The same order is maintained. The descriptive statics will also be presented.

4.1 Descriptive statics

The mean, minimum and maximum, and standard deviations of the variables are reported in table 1. Degree of meeting expectations (EX) shows a mean of 3.62 based on a 5 point Likert scale which indicates that the average person feels like the biggest part of their expectations are met. The values of the organizational commitment variables are based on a 7 point Likert scale. Affective commitment (AC) has a mean of 4.88 and Normative commitment (NC) has a mean of 4.45 which means that the average person scored relatively high on the two scales. This indicates that the average employee is committed in an affective and normative way. Continuance commitment (CC) has a mean of 3.45 which is just below the neutral middle of 3.5 meaning that continuance commitment is only present to a very small extent. Turnover intentions (Turnover) has a mean of 2.19 based on a 7 point Likert scale which means that turnover intention of the average employee is fairly low. In table 2 the correlations between the variables are reported. No high correlations (> 0.7) are found.

Table 1 – descriptive statics

Variable	N	Min	Max	Mean	SD
EX	82	2.62	4.43	3.6249	0.38046
AC	80	2.83	6.67	4.8813	0.9056
CC	80	1	6.25	3.4541	1.05349
NC	80	2	2	4.4583	0.88847
Turnover	80	1	1	2.1897	0.89029

Table 2 – Correlations

Variable	1	2	3	4	5
1. EX	-				
2. AC	0.538**	-			
3. CC	-0.062	-0.045	-		
4. NC	0.219*	0.328**	0.24**	-	
5. Turnover	-0.454**	-0.595**	0.18	-0.316**	-

**p < 0.05 *p < 0.10

4.2 Regression results

The table below shows the regression results of all models using the variables 'degree of meeting employee expectations', 'turnover intention' and the three forms of commitment. Starting with H1: The degree of meeting employee expectations is negatively related to turnover intentions. The results of the linear regression analyses show that that 20.6% of the variance in turnover intentions can be explained by the degree of meeting employee expectations. The degree of meeting employee expectations has a significant negative effect on turnover intentions ($\beta = -0.454$, $p < 0.01$). This means that the higher the degree in which expectations are met, the less people have the intention to leave. This also means that H1 is accepted.

A regression analyses between the degree of meeting employee expectations and affective commitment shows that 40.7% of the variance in affective commitment can be explained by the degree of meeting employee expectations. There is a significant positive effect of the degree of employee expectations on affective commitment ($\beta = 0.638$, $p < 0.01$). H2a: The degree of meeting employee expectations is positively related to affective commitment is accepted. So, the higher the degree in which expectations of employees are met, the higher their affective commitment is. Looking at the relationships between affective commitment and turnover intentions is the next step. Regression analyses shows that 35,4% of the variance in turnover intention can be explained by affective commitment. There is a significant negative relation found between affective commitment and turnover intentions ($\beta = -0.595$, $p < 0.01$). H2b: Affective commitment is negatively related to turnover intentions is accepted. This means that the more people feel affective commitment towards the organization, the less they intent to leave the organization. Affective commitment is also expected to function as a mediator between degree of meeting employee expectations and turnover intentions. Results show that affective commitment is indeed a mediator because the significance of the relationship between degree of meeting employee expectations and turnover intentions turns insignificant ($p = 0.315$) when affective commitment is added to the model. This shows that the relationship between the dependent and independent variable disappears when the mediated effect transmitted through affective commitment is taken into account, which indicates a full mediation. H2c: Affective commitment mediates the relationship between degree of meeting employee expectations and turnover intentions is accepted.

A regression analyses between the degree of meeting employee expectations and continuance commitment shows that only 4% of the variance in continuance commitment can be explained by the degree of meeting employee expectations. There is no significant effect found between degree of meeting employee expectations and continuance commitment ($\beta = -0.062$, $p = 0.588$). H3a: The degree of meeting employee expectations is negatively related to continuance commitment is rejected and there

is no relationship found between the degree in which employee expectations are met and levels of continuance commitment. Also, 0,00% of the variances in turnover can be explained by continuance commitment. There were some speculations whether or not continuance commitment was related to turnover intentions but regression analysis shows that there is no significant effect found between continuance commitment and turnover intentions ($\beta = 0.018$, $p = 0.875$). This means that there is no relationship between continuance commitment and turnover intentions. H3b: Continuance commitment has a positive effect on turnover intentions is rejected. Meeting employee expectations does not have an effect on continuance commitment, and neither does continuance commitment has an effect on turnover intentions. This means that continuance commitment is a variable that stands completely on its own. Because of this it is impossible that continuance commitment mediates the relationship between the independent and dependent variable. H3c: Continuance commitment mediates the relationship between degree of meeting employee expectations and turnover intentions is rejected.

A regression analyses between the degree of meeting employee expectations and normative commitment shows that only 4.8% of the variance in normative commitment can be explained by the degree of meeting employee expectations. There is a significant positive effect of meeting employee expectations on normative commitment ($\beta = 0.219$, $p < 0,1$). So, the more expectations of employees are met, the higher the normative commitment of the employee. However, the effect is not very big compared to the effect of degree of meeting employee expectations on affective commitment. Still, H4a: The degree of meeting employee expectations is positively related to normative commitment is accepted. H4b: Normative commitment is negatively related to turnover intentions is also accepted. 31.6% of the variance in turnover can be explained by normative commitment. The results show that there is a significant negative effect of normative commitment on turnover intentions ($\beta = -0.316$, $p < 0,05$). This means the higher the normative commitment of the employees, the less employees intent to leave the organization. When adding normative commitment as a moderator to the model of the dependent and independent variable, the significance of the independent variable does not change but the β value does change ($\beta = -0.454$ to $\beta = -0.405$). This means that normative commitment indeed does not function as a full mediator but can still function as a partial mediator. The Sobel test showed whether or not it can still be a significant partial mediation. The results of the Sobel test are significant ($p < 0.1$) which means that normative commitment indeed can be seen as a partial mediator. Normative commitment partly explains the relationship between degree of meeting employee expectations and turnover intentions. H4c: Normative commitment mediate the relationship between degree of meeting employee expectations and turnover intentions is accepted.

Table 3 – regression results

Variables	Hypothesis	Status	B	SE(B)	β	t	Sig. (p)
EX on turnover	H1	Accepted	-1.094	0.248	-0.454	-4.414	0.000
EX on AC	H2a	Accepted	1.565	0.215	0.638	7.273	0.000
AC on turnover	H2b	Accepted	-0.585	0.091	-0.595	-6.455	0.000
EX on turnover with mediator AC	H2c	Accepted	-0.293 -0.516	0.291 0.121	-0.122 -0.521	-1.011 -4.321	0.315 0.000
EX on CC	H3a	Rejected	-0.175	0.321	-0.062	-0.544	0.588
CC on turnover	H3b	Rejected	0.015	0.097	0.018	0.157	0.875
EX on NC	H4a	Accepted	0.526	0.267	0.219	1.969	0.053
NC on turnover	H4b	Accepted	-0.315	0.108	-0.316	-2.907	0.005
EX on turnover with mediator NC	H4c	Accepted	-0.976 -0.231	0.247 0.103	-0.405 -0.230	-3.946 -2.239	0.000 0.028

Chapter 5. Conclusion & discussion

In this chapter a conclusion will be drawn from the results and these results will also be discussed. In this chapter the limitations will also be discussed. Last the research implications will suggest how the findings may be important for practice and further research.

5.1 Conclusion and discussion

The present study attempted to confirm the relationship between degree of meeting employee expectations, turnover intentions and organizational commitment. The research will also help to understand this relationship by considering the possible mediating effects of the three forms of organizational commitment. The main question *'How does the degree of meeting employee expectations influence organizational commitment and turnover intentions?'* will be answered. Looking back at the model it can be concluded that seven out of ten hypotheses were accepted. First of all, the results show that meeting employee expectations has a strong negative effect on the turnover intentions of employees. This corresponds with earlier research from Yang et al. (2012) and Munasinghe (2006). This means that the more an employer keeps track of the expectations of his employees and lives up to this as much as he/she can, the less the employee will consider to leave the organization. The employee can have expectations about salary, recognition, relationships, work-life balance, flexibility, job variety, promotion, safety, job security, personal development and autonomy. This is a wide variety of expectations so it is therefore important for the employer to include all of them and keep turnover intentions at a minimum. Actual turnover can cause a lot of problems so organizations want to keep this as low as possible (Chang, 1999). When employees get what they expect there is less reason to leave (Wotruba & Tyagi, 1991).

Like earlier research suggested (McDonald & Makin, 2000) the results show that meeting expectations has a strong positive effect on affective commitment. Affective commitment means that the employees are emotionally attached to the organization and they feel a desire to stay. This emotional attachment grows when people's expectations are met. It can make people feel good about their job and the organization they work for which in turn creates a sense of belonging. In the healthcare sector the sense of belonging might also be bigger because employees do not only get attached to the organization but they also get attached to the clients they work with. This can strengthen the feeling of 'becoming part of a family'. There is also a strong negative effect between affective commitment and turnover intentions for the same reasons. Like Meyer et al. (2002) shows in their research is affective commitment the form of organizational commitment that has the most effect on turnover intentions. When people feel like they belong and they feel good about the organization, they create a positive attitude (Restubog, Bordia & Tang, 2010) so it is not likely that they plan to leave the organization anytime soon. Affective commitment can also be seen as a mediator. It

explains the relationship between the degree of meeting expectations and turnover intentions. People who feel like their expectations are met, will have less intentions to leave the organization because they have high levels of affective commitment. The employees create feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure (Jaros et al., 1993) because they got what they expected and so there is no reason for them to quit.

There is no relationship found between the degree of meeting employee expectations and continuance commitment. Continuance commitment is about being aware of the economic and social costs that come along with leaving the organization, and fearing these losses. It is striking that there is no relationship between the two variables. It was assumed that when employees feel like their expectation are met, they would feel like they really want to stay in the organization and lose the feeling of 'I don't want to be here but I have to'. However, the results show that that idea is wrong and that there is no relationship at all. Looking at the definition of continuance commitment might explain why there is no significant effect between these two variables. Continuance commitment says something about what employee have invested in an organization in term of time, effort and money and the fact that the do not want to lose everything that they have invested. It is also about not having alternative options so an employee stays because otherwise he/she will become unemployed. Meeting employee expectations does not change the amount people invested during the years, and it does also not change whether or not people have alternative options to work. Therefor degree of meeting employee expectations might not have a significant effect on continuance commitment. The results also show that continuance commitment has no significant effect on turnover intentions. This is the same as what Allen and Meyer (1990) and Whitener and Walz (1993) found in their researches. In this research it was expected that the higher the continuance commitment, the more people feel like they only stay because they do not want you lose what they invest or because they have no other option, the higher their intentions to leave. In other words, employees might want to leave but they feel like they cannot do it. However, this seemed not to be the case. Again, mark that intention to turnover is different from actual turnover. Question is how it is possible that there is no significant effect between the two variables. It could be possible that in the healthcare sector people invest a lot in the relationships that they have with their clients and they do not want to lose that. So even if an employee is not fully happy about the organization they work for, they could still feel like they cannot leave the organization because they would leave the clients behinds. It might also be possible that people do not want to leave because they have job security and they do not know if an other organization could offer them as well, but at the same time it does not say anything about there intentions to leave according to the results.

Meeting employee expectations seemed to have a positive effect on normative commitment. Like said before reciprocity is one of the underlying mechanism when it comes to normative

commitment (Meyer & Parfyonova, 2010). The idea behind it is 'you do something for me, I will do something for you'. So when an employer does something for the employee in terms of meeting their expectations, an employee in return will keep working for the organization and stay committed to the work they do. In some cases, people stay in the organization because they feel like they owe it to their employer and they will not leave the organization before they feel like they are no longer in 'debt' (Scholl, 1981). This could explain why people with high levels of normative commitment have lower levels of turnover intentions. Normative commitment can also mean that people value loyalty and that they believe that staying loyal to your employer is the right thing to do. People who want to stay loyal will not have high intentions to leave. The finding that normative commitment has a negative effect on turnover intentions also corresponds with the ideas of Allen and Meyer (1991). Normative commitment also shows to be a partial mediator. Normative commitment partially explains the relationship between degree of meeting employee expectations and turnover intentions. In other words, when employers are able to meet an employee's expectations, their levels of normative commitment go up and partially because of that, the employee will have less intentions to quit the job and leave the organization.

All in all, based on this research it is very important for employers to make an effort and find out what their employees expect from them as an employer and from the organization. Only when the employer exactly knows what the employees expect they can live up to this. Meeting these expectations prevents employees from leaving the organization and that is exactly what employers want; they want their employees to stay. Meeting the expectations also creates affective and normative commitment. It even can be stated that affective and normative commitment (partially) explain the relation between degree of meeting employee expectations and turnover intentions. When employers make an effort to find out what the employees expect and fulfil these expectations the employees will first of all feel higher levels of affective commitment. It causes people to feel like they belong to the organization, that they want to spend the rest of their career with the organizations, and that they feel a real connection with the organization which prevents them from leaving the organization. Meeting an employee's expectations also increases the levels of normative commitment. Some employees think that loyalty is very important and to stay with the same organization for the rest of their careers when their employer takes good care of them. It also creates the feeling that they owe something to the employer because the employer fulfils their expectations. This leads to less turnover intentions. However, because normative commitment only mediates the relationship partially, it can be stated that there are also other factors that prevent them from leaving the organization. So, when turnover is high it is sensible to start to find out what your employees expect, see where the organization falls short and create affective and normative commitment by starting to fulfil the expectations that the employees have.

5.2 Limitations

Because time and resources were limited the focus was only on one healthcare organization. 82 employees filled in the survey which is a relatively small sample. It would benefit the research to have more organizations involved so they could be compared, and more people who filled in the survey. Further research could take this into account. Interviews can help to get deeper information about the relationships between the variables. The statements in the survey might have been somewhat sensitive because they could point out the problems in the organization. Some employees did not really want to talk about it because they might feel like they can get in trouble for being honest which in turn can cause socially desirable answers. The option 'neutral' was used a lot which can mean that people indeed are neutral or people are afraid to speak about what they really think or feel. As a researcher I had to make it very clear that the answers were only used for the research and that the answers were not passed along to the managers. This also shows that people are a little bit afraid to speak up about this apparently sensible subject. It was also striking that the Cronbach's alpha of the three forms of commitment were lower than in other researches. This could be because the statement had to be translated into Dutch although the fact that an independent second translator translated the survey back into English. Furthermore, this research says nothing about the effect of the three forms of organizational commitment on employee expectations. This might also be interesting for further research because it might be possible that organizational commitment also influences the expectations that employees have. It might also be interesting to find out how the different combinations of commitment influence the turnover intentions because combinations have not been taking into account in this research.

5.3 Managerial implications

The aim of the study was to contribute to the knowledge about the growing turnover of organizations in the healthcare sector and what effect expectations and organizational commitment have on this turnover. There is a need for managers to consider the implications of the findings, and to determine how these insights can contribute to the organization and the people in the organization. It is recommended to create an 'open atmosphere' where employees speak their mind and dare to express their expectations. Also ask them from time to time what they think and how they feel and make it clear that they can not say anything wrong when they express themselves. That is a good start when it comes to reducing turnover intentions, and creating commitment. It is not only important for managers to stay aware of the expectations employees have but they also have to be aware of the fact that these expectations keep changing over time. Managers could use a survey to measure what employees expect and how far they feel their expectations are met. It is even more important in the

healthcare sector to meet expectations because employees in the healthcare can often find another job very easily if they want to.

Measuring expectations should be part of the HR policy. Also one employee can have a complete different vision than another employee. For instance, some employees do not really value money, they might value relationships and atmosphere more while other expect high salary, financial bonuses and space to make promotion. It is very personal what an employee might expect. It would be good to make it negotiable so people dare to speak up about it. When organizations experience high turnover it is always important to really talk to the employees and find out where is went wrong and not only trust on the opinions of the managers. High turnover in itself is a red flag for the organization. It means something is not right because otherwise people would not leave. In terms of affective commitment, it shows that people are not involved enough in the organization. They are not connected, they are apparently not emotionally attached to the organization and they certainly do not feel like they want to spend the rest of their career with the organization because otherwise they would not leave. Meeting the employee's expectations can increase those ideas of 'feeling part of the family'. If people feel like they get enough payed for the amount of work that they do, they have good relationships with each other and with the managers, they get to be flexible to create the right work-life balance and they get the right recognition for everything that they do, then there is reason for them to stay and they eventually get attached to the organization which decreases the intentions to leave the organization. Creating normative commitment, is also very beneficial for the employer. Although affective commitment has the biggest influence, high levels of normative commitment are also desirable. When employees feel like they get paid well, or that the employer invests in their personal development and has respect for their personal situation, and gives them space to make their own decisions when it comes to work, they will appreciate that and do something for the employer in return. Ongoing loyalty can be one of the things an employer gets in return for the efforts that he makes. On the contrary, continuance commitment does not seem to have any relationship with employee expectations and turnover intentions. Earlier research recommends to keep this kind of commitment as low as possible.

A concrete recommendation would be to structure employee interviews and evaluations. One performance appraisal a year is not enough to stay ware of the expectations of the employees. It would be better to have those kind of interviews with employees twice a year. In the first half of the year talk about the expectations. What do the employees expect from the employer, and what does the employer expect from the employee? In this way both parties know where they stand and where they can work on. In the second half of the year the expectations can be evaluated to see if someone falls short, or if everything is the way it should be. Those kind of interviews do not have to take long but it

can have a big effect. It creates transparency and clarity and the end a satisfied employer and committed employees.

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Appendix

A. Questionnaire

Questionnaire in English (original)

Employee expectations and fulfilment

1. I expect good pay
 - a. I feel like this expectation is met
2. I expect salary that reflects my individual contribution
 - a. I feel like this expectation is met
3. I expect financial rewards/bonuses
 - a. I feel like this expectation is met
4. I expect appropriate recognition and appreciation
 - a. I feel like this expectation is met
5. I expect opportunities for promotion
 - a. I feel like this expectation is met
6. I expect job security
 - a. I feel like this expectation is met
7. I expect a safe work environment
 - a. I feel like this expectation is met
8. I expect that my employer invests money in education/training/development
 - a. I feel like this expectation is met
9. I expect autonomy
 - a. I feel like my employer lives up to this expectation
10. I expect job flexibility
 - a. I feel like my employer lives up to this expectation
11. I expect variety within my job
 - a. I feel like this expectation is met
12. I expect a good atmosphere at the work floor
 - a. I feel like this expectation is met
13. I expect that I have good relationships with my colleagues
 - a. I feel like this expectation is met
14. I expect good relationships with the managers
 - a. I feel like this expectation is met
15. I expect that a trustworthy management
 - a. I feel like this expectation is met
16. I expect that managers keep their promises
 - a. I feel like this expectation is met
17. I expect good and effective communication between management and employees
 - a. I feel like this expectation is met
18. I expect from my employer that they give me space to create a good work-life balance
 - a. I feel like this expectation is met
19. I expect that my employer has respect for my personnel situation
 - a. I feel like this expectation is met
20. I expect realistic and honest job previews, and that I get to do the job like described in the job preview
 - a. I feel like this expectation is met
21. I expect that my job does not create extra stress
 - a. I feel like this expectation is met
22. *Open question* → what else do you expect from your employer, does your employer live up to this?

Commitment

AC

1. I would be very happy to spend the rest of my career with this organization
2. I enjoy discussing my organization with people outside it
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one (R)
5. I feel like a 'part of the family' at my organization
6. I feel emotionally attached to this organization
7. This organization has a great deal of personal meaning to me
8. I feel a strong sense of belonging to my organization

CC

1. I am afraid of what might happen if I quit my job without having another one lined up
2. I would be very hard for me to leave my organization right now, even if I want to
3. Too much in my life would be disrupted if I decide to leave the organization now
4. It would be too costly for me to leave the organization now
5. Right now, staying with my organization is a matter of necessity, as much as I desire
6. I feel like I have too few options to consider leaving this organization
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here

NC

1. I think that people these days move from company to company too often
2. I do not believe that a person must always be loyal to his or her organization (R)
3. Jumping from organization to organization seem unethical to me
4. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain
5. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization
6. I was taught to believe in the value of remaining loyal to one organization
7. Things were better in the days were people stayed with one organization for most of their careers
8. I do not think that wanting to be a 'company man/woman' is sensible anymore (R)

Turnover intentions

1. I don't think I will spend all my career with this organization
2. I do not intend to leave this organization within a short period of time (R)
3. I decided to leave this organization
4. I am looking for some other job now
5. If I do not get promoted soon, I will leave this organization

Vragenlijst in het Nederlands (translation)

Werknemers verwachtingen

1. Ik verwacht een goed salaris
 - a. Ik vind dat aan deze verwachting wordt voldaan
2. Ik verwacht dat mijn salaris mijn persoonlijke contributie reflecteert (Dat naarmate ik meer bedraag aan de organisatie, dit ook terug te zien is aan mijn salaris)
 - a. Ik vind dat aan deze verwachting wordt voldaan
3. Ik verwacht financiële beloningen/bonussen
 - a. Ik vind dat aan deze verwachting wordt voldaan

4. Ik verwacht gepaste erkenning en waardering voor mijn werk
 - a. Ik vind dat aan deze verwachting wordt voldaan
5. Ik verwacht ruimte en kansen om promotie te kunnen maken
 - a. Ik vind dat aan deze verwachting wordt voldaan
6. Ik verwacht baanzekerheid
 - a. Ik vind dat aan deze verwachting wordt voldaan
7. Ik verwacht een veilige werkomgeving
 - a. Ik vind dat aan deze verwachting wordt voldaan
8. Ik verwacht dat mijn werkgever investeert in persoonlijke ontwikkeling (onderwijs/trainingen/cursussen)
 - a. Ik vind dat aan deze verwachting wordt voldaan
9. Ik verwacht dat ik autonoom en zelfstandig mag handelen (zelfstandig beslissingen maken)
 - a. Ik vind dat aan deze verwachting wordt voldaan
10. Ik verwacht dat ik flexibel mag zijn binnen mijn baan
 - a. Ik vind dat aan deze verwachting wordt voldaan
11. Ik verwacht variatie binnen mijn baan
 - a. Ik vind dat aan deze verwachting wordt voldaan
12. Ik verwacht een goede sfeer op de werkvloer
 - a. Ik vind dat aan deze verwachting wordt voldaan
13. Ik verwacht goede relaties te hebben met mijn collega's
 - a. Ik vind dat aan deze verwachting wordt voldaan
14. Ik verwacht goede relaties te hebben met mijn managers
 - a. Ik vind dat aan deze verwachting wordt voldaan
15. Ik verwacht een betrouwbaar management
 - a. Ik vind dat aan deze verwachting wordt voldaan
16. Ik verwacht dat managers zich aan hun afspraken houden
 - a. Ik vind dat aan deze verwachting wordt voldaan
17. Ik verwacht goede en effectieve communicatie tussen management en andere werknemers
 - a. Ik vind dat aan deze verwachting wordt voldaan
18. Ik verwacht van mijn werkgever dat ik ruimte krijg om een goede werk-privé balans te vinden
 - a. Ik vind dat aan deze verwachting wordt voldaan
19. Ik verwacht dat mijn werkgever respect heeft voor mijn persoonlijke/privé situatie
 - a. Ik vind dat aan deze verwachting wordt voldaan
20. Ik verwacht een eerlijke en realistische functiebeschrijving en dat ik het werk doe zoals daarin beschreven wordt
 - a. Ik vind dat aan deze verwachting wordt voldaan
21. Ik verwacht dat mijn baan mij geen extra stress oplevert
 - a. Ik vind dat aan deze verwachting wordt voldaan
22. Open vraag: Zijn er nog andere, niet genoemde, punten die jij verwacht van je werknemer? En vind je dat hieraan wordt voldaan? Wees zo uitgebreid mogelijk

AV

1. Ik zou graag de rest van mijn carrière doorbrengen bij mijn huidige organisatie
2. Ik praat/discussieer graag met andere mensen (van buiten de organisatie) over mijn organisatie
3. Het voelt alsof problemen binnen de organisatie, mijn eigen problemen zijn
4. Ik denk dat ik me makkelijk net zo goed aan een andere organisatie kan binden als aan deze organisatie
5. Ik voel me als 'een deel van de familie' binnen de organisatie
6. Ik voel me emotioneel verbonden met de organisatie
7. De organisatie heeft een grote persoonlijk betekenis voor mij
8. Ik voel dat ik thuishoor in deze organisatie

CV

1. Ik ben bang voor wat er gaat gebeuren als ik stop met mijn huidige baan zonder dat ik iets anders achter de hand heb
2. Het zou voor op het moment mij zeer lastig zijn om de organisatie te verlaten, zelfs al zou ik wel willen (denk aan investeringen die je hebt gedaan, of omdat je geen andere baan zou kunnen vinden e.d.)
3. Er zou te veel in mijn leven verstoord worden als ik zou beslissen om weg te gaan bij mijn huidige organisatie
4. Het zou me nu te veel kosten om weg te gaan
5. Blijven is een kwestie van noodzaak
6. Ik heb te weinig andere optie om deze organisatie te verlaten
7. Een van weinige serieuze consequenties van het verlaten van deze organisatie is dat er weinig beschikbare alternatieven zijn
8. Een van de belangrijkste redenen dat ik voor deze organisatie blijf werken, is dat het vertrek een aanzienlijke persoonlijke opoffering vereist - een andere organisatie kan wellicht niet de voordelen bieden die ik hier wel heb

NV

1. Ik vind dat mensen tegenwoordig te vaak van bedrijf naar bedrijf gaan om te werken
2. Ik geloof niet dat een persoon altijd loyaal moet zijn naar zijn/haar organisatie
3. Van bedrijf naar bedrijf springen vind ik ethisch onverantwoord (vind ik niet oké)
4. Een van de grootste redenen dat ik blijf werken voor deze organisatie is omdat ik geloof dat loyaliteit heel belangrijk is, en dat ik daarom een soort van verplichting voel om te blijven
5. Als ik ergens anders een (betere) baan aangeboden zou krijgen dan zou het voor mij niet goed voelen om hier weg te gaan
6. Ik heb geleerd dat het waardevol is om loyaal te blijven aan één organisatie
7. Het was beter toen mensen nog hun hele leven bij één organisatie bleven werken voor het grootste deel van hun carrière
8. Ik denk dat het tegenwoordig niet meer verstandig is om een bedrijfsman/vrouw te willen zijn (= iemand zijn die het werk en de organisatie op nummer 1 zet)

Intenties om de organisatie te verlaten

1. Ik denk niet dat ik de rest van mijn carrière bij mijn huidige organisatie zal blijven
2. Ik heb niet de intentie om de organisatie op korte termijn te verlaten
3. Ik heb voor mezelf besloten dat ik de organisatie wil verlaten
4. Ik ben op het moment voor andere banen aan het kijken
5. Als ik niet snel promotie krijg wil ik de organisatie gaan verlaten

Back translation into English

Employee expectations and fulfilment

1. I expect a good pay
 - a. I feel like this expectation is met
2. I expect that my salary reflects my individual contribution
 - a. I feel like this expectation is met
3. I expect financial rewards or bonuses
 - a. I feel like this expectation is met
4. I expect appropriate recognition and appreciation for the work that I do
 - b. I feel like this expectation is met
5. I expect opportunities for promotion

- a. I feel like this expectation is met
- 6. I expect job security
 - a. I feel like this expectation is met
- 7. I expect a safe work environment
 - a. I feel like this expectation is met
- 8. I expect that my employer invests in my personal development like education or training
 - a. I feel like this expectation is met
- 9. I expect that I can act autonomously and independently
 - a. I feel like my employer lives up to this expectation
- 10. I expect that I can be flexible within my job
 - a. I feel like my employer lives up to this expectation
- 11. I expect variety within my job
 - a. I feel like this expectation is met
- 12. I expect a good atmosphere at the work floor
 - a. I feel like this expectation is met
- 13. I expect to have good relationships with my colleagues
 - a. I feel like this expectation is met
- 14. I expect to have good relationships with the managers
 - a. I feel like this expectation is met
- 15. I expect that a trustworthy management
 - a. I feel like this expectation is met
- 16. I expect that the managers keep their promises
 - a. I feel like this expectation is met
- 17. I expect good and effective communication between management and employees
 - a. I feel like this expectation is met
- 18. I expect that my employer gives me space to create a good work-life balance
 - a. I feel like this expectation is met
- 19. I expect that my employer has respect for my personnel and private situation
 - a. I feel like this expectation is met
- 20. I expect realistic and honest job previews, and that I get to do the job like described in the job preview
 - a. I feel like this expectation is met
- 21. I expect that my job does not create extra stress
 - a. I feel like this expectation is met
- 22. *Open question* → are there other aspects that you expect from your employer and does your employer live up to this?

Commitment

AC

- 1. I would like to spend the rest of my career with this organization
- 2. I like to talk or discuss my organization with from outside the organization
- 3. I really feel like the organization's problems are my own problems
- 4. I think I could become easily as attached to another organization as I am to this one (R)
- 5. I feel like a 'part of the family' at my organization
- 6. I feel emotionally attached to this organization
- 7. This organization has a big personal meaning to me
- 8. I feel like I belong to this organization

CC

- 1. I am afraid of what might happen if I quit my job without having another one lined up
- 2. At the moment it would be very hard for me to leave the organization, even if I want to
- 3. Too much in my life would be disrupted if I would decide to leave the organization now
- 4. It would be too costly for me to leave the organization

5. Staying is a matter of necessity
6. I have too few other options to leave this organization
7. A serious consequence of leaving this organization is that I have very little available alternatives
8. One of the biggest reasons I continue to work for this organization is that leaving would require a relatively big personal sacrifice – another organization may not offer the same benefits as I have here

NC

1. I think that people these days move from company to company too often
2. I do not believe that a person must always be loyal to his or her organization (R)
3. Job hopping seems unethical to me
4. One of the biggest reasons that I continue to work for this organization is because I believe that loyalty is very important. I feel a sense of moral obligation to stay.
5. If I get another offer for a better job elsewhere, it would not feel right for me to leave the organization
6. I was taught that it is very valuable to stay loyal to one organization
7. Things were when people stayed with one organization for most of their careers
8. I do not think that wanting to be a 'company man/woman' these days is sensible anymore (R)

Turnover intentions

1. I do not think that I will spend the rest of my career with the organization I currently work for
2. I do not have the intention to leave this organization on a short note (R)
3. I decided for myself to leave this organization
4. At the moment I am also looking for other jobs
5. If I do not get promoted soon, I will leave this organization

B. SPSS output

Factor Analyse Employee Expectations – Structure Matrix

	Component	
	1	2
Q1 Ik verwacht een goed salaris	,415	
Q2 Ik vind dat aan bovenstaande verwachting wordt voldaan		,378
Q3 Ik verwacht dat mijn salaris mijn persoonlijke contributie reflecteert (dat naarmate ik meer bijdraag aan de organisatie, dit ook terug te zien is in mijn salaris)	,385	
Q4 Ik vind dat aan bovenstaande verwachting wordt voldaan		,378
Q5 Ik verwacht financiële beloningen of bonussen	,414	
Q6 Ik vind dat aan bovenstaande verwachting wordt voldaan		,444
Q7 Ik verwacht dat ik gepaste erkenning en waardering krijg voor het werk dat ik doe	,362	
Q8 Ik vind dat aan deze verwachting wordt voldaan		,643
Q9 Ik verwacht ruimte en kansen om promotie te kunnen maken	,612	
Q10 Ik vind dat aan deze verwachting wordt voldaan		,517
Q11 Ik verwacht baan zekerheid	,433	
Q12 Ik vind dat aan deze verwachting wordt voldaan		,424
Q13 Ik verwacht een veilige werk omgeving	,580	
Q14 Ik vind dat aan deze verwachting wordt voldaan		,533
Q18 Ik verwacht dat mijn werkgever investeert in mijn persoonlijke ontwikkeling (denk aan onderwijs/trainingen/cursussen e.d.)	,606	
Q19 Ik vind dat aan deze verwachting wordt voldaan		,502

Q20 Ik verwacht dat ik autonoom en zelfstandig mag handelen (zelfstandig beslissingen mogen maken)	,541	
Q21 Ik vind dat aan deze verwachting wordt voldaan		,499
Q22 Ik verwacht dat ik flexibel kan zijn binnen mijn baan (flexibele mogelijkheden met betrekking tot werktijden, dagen, plek)	,363	
Q23 Ik vind dat aan deze verwachting wordt voldaan		,387
Q24 Ik verwacht variatie binnen mijn werk	,573	
Q25 Ik vind dat aan deze verwachting wordt voldaan		,493
Q26 Ik verwacht een goede sfeer op de werkvloer	,618	
Q27 Ik vind dat aan deze verwachting wordt voldaan		,522
Q28 Ik verwacht goede relaties te hebben met mijn collega's	,570	
Q29 Ik vind dat aan deze verwachting wordt voldaan		,349
Q30 Ik verwacht goede relaties te hebben met mijn managers	,583	
Q31 Ik vind dat aan deze verwachting wordt voldaan		,755
Q32 Ik verwacht een betrouwbaar management	,515	
Q33 Ik vind dat aan deze verwachting wordt voldaan		,794
Q34 Ik verwacht dat managers zich aan hun afspraken houden	,570	
Q35 Ik vind dat aan deze verwachting wordt voldaan		,675
Q36 Ik verwacht goede en effectieve communicatie tussen management en andere werknemers	,707	
Q37 Ik vind dat aan deze verwachting wordt voldaan		,729
Q38 Ik verwacht dat ik van mijn werkgever ruimte krijg om een goede werk-privé balans te vinden	,708	

Q39 Ik vind dat aan deze verwachting wordt voldaan		,511
Q40 Ik verwacht dat mijn werkgever respect heeft voor mijn persoonlijke/privé situatie	,702	
Q41 Ik vind dat aan deze verwachting wordt voldaan		,412
Q42 Ik verwacht een eerlijke en realistische functiebeschrijving en dat ik het werk doe zoals daarin beschreven wordt	,591	
Q43 Ik vind dat aan deze verwachting wordt voldaan		,401
Q44 Ik verwacht dat mijn werk mij geen extra stress oplevert	,552	
Q45 ik vind dat aan deze verwachting wordt voldaan		,451

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

KMO and Bartlett's Test - EXP

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,606
Bartlett's Test of Sphericity	Approx. Chi-Square	1944,793
	df	861
	Sig.	,000

Factor analyse affective-, continuance-, normative commitment – Structure Matrix

	Component		
	1	2	3
Q48 Ik zou graag de rest van mijn carrière doorbrengen bij mijn huidige organisatie		,693	
Q49 Ik praat/discussieer graag met andere mensen (buitenstaanders) over de organisatie waar ik werk		,589	
Q50 Het voelt alsof problemen binnen de organisatie mijn eigen problemen zijn		,649	

nQ51 Ik denk dat ik me makkelijk net zo goed aan een andere organisatie zou kunnen binden als aan deze organisatie		,624	
Q52 Ik voel me 'een deel van de familie' binnen de organisatie		,784	
Q53 Deze organisatie heeft een grote persoonlijke betekenis voor mij		,689	
Q54 Ik voel me emotioneel betrokken bij de organisatie		,796	
Q55 Ik voel dat ik thuishoor binnen deze organisatie		,823	
Q56 Ik ben bang voor wat er gaat gebeuren als ik stop met mijn huidige baan zonder dat ik iets achter de hand heb	,525		
Q57 Het zou voor mij op het moment erg lastig zijn om de organisatie te verlaten, zelfs al zou ik willen	,683		
Q58 Er zou teveel in mijn leven verstoord worden als ik zou beslissen om weg te gaan bij mijn huidige organisatie	,638		
Q59 Het zou me nu te veel kosten om weg te gaan	,659		
Q60 Blijven is een kwestie van noodzaak	,723		
Q61 Ik heb te weinig andere opties om de organisatie te verlaten	,678		-,360
Q62 Een serieuze consequentie van het verlaten van deze organisatie is dat ik weinig beschikbare alternatieven heb	,706		

Q63 Een van de belangrijkste redenen dat ik voor deze organisatie blijf werken, is dat het vertrek een flinke persoonlijke opoffering zou vereisen. Een andere organisatie kan wellicht niet dezelfde voordelen bieden die ik hier heb	,552		
Q64 Ik vind dat mensen tegenwoordig te makkelijk van bedrijf naar bedrijf gaan om te werken			,759
nQ65 Ik geloof niet (let op: niet) dat een persoon altijd loyaal moet zijn naar zijn/haar organisatie			,612
Q66 Van bedrijf naar bedrijf springen vind ik ethisch onverantwoord/niet oké			,718
Q67 Een van de grootste redenen dat ik blijf werken voor deze organisatie is omdat ik geloof dat loyaliteit heel belangrijk is. Het voelt als een soort van 'morele verplichting' om te blijven.			,583
Q68 Als ik ergens anders een (betere) baan aangeboden zou krijgen, zou het voor mij niet goed voelen om hier weg te gaan			,413
Q69 Ik heb geleerd dat het waardevol is om loyaal te blijven aan één organisatie/werkgever			,740
Q70 Het was beter toen mensen nog hun hele leven bij één organisatie bleven werken voor het grootste deel van hun carrière	,305		,580
nQ71 Ik denk dat het tegenwoordig niet meer verstandig is om een bedrijfsman/vrouw te willen zijn			,333

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

KMO and Bartlett's Test - Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,635
Bartlett's Test of Sphericity	Approx. Chi-Square	769,815
	df	253
	Sig.	,000

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
nAC	80	3,14	6,57	4,7324	,80337	,645
nCC	80	1,00	6,25	3,4541	1,05349	1,110
nNC	80	2,75	5,63	4,2688	,69614	,485
nTurnover	80	1,00	5,20	2,1897	,89029	,793
nEX	82	2,62	4,43	3,6249	,38046	,145

Regression output: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,169	,906		6,812	,000
	nEX	-1,094	,248	-,454	-4,414	,000

a. Dependent Variable: nTurnover

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,827	,787		-1,051	,297
	nEX	1,565	,215	,638	7,273	,000

a. Dependent Variable: nAC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,531	,976		2,592	,011
	nEX	,526	,267	,219	1,969	,053

a. Dependent Variable: nNC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,115	1,175		3,502	,001
	nEX	-,175	,321	-,062	-,544	,588

a. Dependent Variable: nCC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,046	,450		11,215	,000
	nAC	-,585	,091	-,595	-6,455	,000

a. Dependent Variable: nTurnover

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,592	,492		7,302	,000
	nNC	-,315	,108	-,316	-2,907	,005

a. Dependent Variable: nTurnover

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,134	,350		6,101	,000
	nCC	,015	,097	,018	,157	,875

a. Dependent Variable: nTurnover

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5,771	,820		7,038	,000
	nEX	-,293	,290	-,122	-1,011	,315
	nAC	-,516	,120	-,520	-4,321	,000

a. Dependent Variable: nTurnover

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6,766	,922		7,341	,000
	nEX	-,976	,247	-,405	-3,946	,000
	nNC	-,231	,103	-,230	-2,239	,028

a. Dependent Variable: nTurnover