



**THE IMPACT OF THE KING SHAKA INTERNATIONAL AIRPORT
RELOCATION ON EMPLOYEES AT COMAIR LTD**

BY

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DECLARATION

I, the undersigned, hereby declare that this submission is as a result of my own work and has not been submitted to any other University. All other sources are acknowledged in the list of references.

Michaelle Ahmed

Date

DEDICATION

To my children, Tashianna and Yashveer. You are my inspiration to be better than I was yesterday.

“Education is the most powerful weapon we can use to change the world”

NELSON MANDELA

In loving memory of Danny and Nicholas Ahmed

Thank you for your spiritual guidance in everything I do.

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ABSTRACT

Relocation of businesses, particularly those that are highly dependent on human interaction, brings various consequences which usually involve the adaptation to a new routine. While some employees may view relocation as a positive change, others may deem it to have negative impacts on their quality of lives. King Shaka International Airport is a newly relocated airport that was developed to facilitate economic growth for the province of KwaZulu-Natal that is ridden with poverty and hungry for investment (Robbins et al., 2011). In an already volatile industry, airlines operating in Kwa-Zulu Natal were forced to relocate to the new airport, as the former airport ceased to operate. This brought about obvious consequences. This study aims to examine the impacts on employees and managers of the airline, Comair Ltd based at the new King Shaka International Airport (KSIA). The study largely elicited information on important underlying issues that may have affected job satisfaction, service delivery and quality of worklife due to the airport relocation. Data was collected by means of electronic survey questionnaires administered to Comair Ltd employees who relocated their work to KSIA. The results shows that there is still a need for additional assistance due to the airport relocation to achieve a high quality of life and increase job satisfaction. Factors affecting willingness to relocate such as age, marital status and family stage affects satisfaction with the airport relocation. The results may assist businesses with valuable intellectual knowledge to facilitate an informed decision making process to ensure that the relocation is beneficial for both the business and its employees.

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LIST OF ACRONYMS

ACSA- Airports Company South Africa

BA – British Airways

DIA – Durban International Airport

HR – Human Resources

IATA – International Air Transport Association

KSIA – King Shaka International Airport

KZN – Kwa-Zulu Natal

ORAT – Operational readiness and transfer program

PWC – Price Waterhouse Coopers

SAA- South African Airways

USA – United States of America

WTTC- World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

1.1. Preamble

Airports present an exciting opportunity to inject life and vitality into a city, attracting foreign investment and stimulating local economies by facilitating growth in various other sectors related to the airport operations (Robertson, 1995). Apart from serving as gateways that feed other industries, such as retail, transportation of cargo, catering and hospitality, airports also provide infrastructure for the accessibility of a destination, thus raising the attractiveness, productivity and competitiveness of the destination (Ergas and Felsenstein, 2012).

Airports compliment the tourism industry by stimulating growth through attracting tourists for business and leisure thus increasing the amount of money generated in a region. Airports also create employment directly and indirectly, thereby improving the standard of living of communities within which they operate (Conventz and Thierstein, 2014). For tourists, airports increase accessibility and decreases travelling distances between destinations making travelling easier and desirable. With this, tourism has seen exponential growth and therefore airports have to make means to extend their carrying capacity to facilitate this growth (Bruekner and Zhang, 2001).

While some airports are able to extend and retain their land, the airport in the coastal South African province of Kwa-Zulu Natal (KZN), had to relocate to new premises to adequately meet the needs of the growing tourism industry (Young, 2011). With the large number of stakeholders, employees and employers required to sufficiently operate an airport, the relocation would mean impacts on each of the groups, respectively.

1.2. Background to the study

The decision to relocate Kwa-Zulu Natal's airport was motivated by the need to strengthen the province's global competitive position and attract investors. King Shaka International Airport was developed as part of the Dube TradePort in order to facilitate economic growth (Van Turenhout, 2012). The main reason that the old Durban International Airport hindered economic development was because the shorter runway did not facilitate the landing of bigger aircrafts. This meant that many international airlines were forced to land in Johannesburg and

Cape Town instead. A lack of developable land made the extension of the Durban International airport and its facilities impossible (Van Turenhout, 2012).

Relocation allows a business to strengthen its competitive position by aiding activities such as embracing new technologies which may not be possible in its current location (Stroh, 1999). Amongst various factors motivating the decision to relocate a business, the key factor that remains, is improving and enhancing business performance. After an intensive decision making process, the business is relocated to create an environment that facilitates growth and attracts future development and investors. Relocation also brings significant benefits such as reducing operating costs, increasing access to new technology, new investment opportunities and increasing employee morale (Stroh, 1999). However, the announcement to relocate may cause behaviour that is out-of-character for employees who feel unsettled by the decision. Their concerns such as wage and commuting, may cause them to deliberately decrease productivity or even sabotage equipment (Manzon, 2005). For other employees, this might be a positive change giving them opportunities for upskilling and increasing their quality of worklife.

Relocation in general presents some sort of disruption to the operation of businesses and the lifestyle and worklife of employees. Lifestyles, relationships and work patterns often need to change in order to adapt to the relocation. These adaptations represent either a positive or negative change in the normal rhythm that employers and employees are accustomed to (Stroh, 1999). Research conducted by Anderson and Stark (1985) found that while relocation brings considerable positive benefits to business such as reductions in operating costs, modernisation of work methods and creating a new investor friendly environment, the decision to relocate needs to be an informed decision so that disruptions to the daily lives of all those involved are minimised.

Strategies (2004), Stroh (1999) and Robbins et al. (2011) agree that relocating employees comes with its own risks which may not be so transparent and immediately evident. These will emerge as inefficiencies at work such as absenteeism, increased sick leave and on the job mistakes escalate. The work environment due to the relocation can largely affect an employee's quality of life through impacts on family interactions, leisure activities and levels of health and energy (Rice, McFarlin, Hunt and Near, 1985). Kashani (2012) maintains that a high level of quality of worklife (QWL) is imperative for organizations to attract and retain their employees. Stroh (1999) further believes that the level of support and assistance that is offered by the

companies also impacts the employee's commitment level and decision to relocate with the company. Benefits such as reimbursement for accommodation or travelling costs, salary increments and transport to and from work, are some of the benefits companies offer to assist in the smooth transition of employees. Other forms of assistance include re-imbusement of relocation expenses, or using a relocation specialist company to help assist employees (Martin, 1999).

Eby, Dematteo and Russell (1997) believe that apart from the change in work environment that relocation poses for the employee there is a number of personal issues that affect employees in their environment. The family of the employees may have to familiarise themselves with new facilities in a new community. Services, such as schools, banks, day-care and health care facilities will have to be sourced again. If the employee decides not to relocate their residence, increase in travelling distance means more time away from their family thus causing strain to family and social relationships. Stroh (1999) also believes that there is a particular resistance to relocation as shorter commutes and a greater ability to balance work and personal lives is more desirable in recent times. Therefore, relocation has displaced a number of highly experienced employees who choose not to relocate.

A certain degree of commitment to the company and to one's career is required in order to relocate with the company despite the negative consequences. Coetzee (2005) and Anderson, Davis and Widener (2005) agree there is a huge correlation between commitment and the business's turnover, particularly in the service industry where human dependence is high. Anderson et al. (2005) assumes that employee's willingness to contribute to the business will be influenced by the nature of commitment experienced. Commitment levels of employees are tested during the relocation process where employees are expected to perform assigned duties dependably, and be willing to engage in activities that go beyond job requirements. Employee job satisfaction and level of service delivery is, therefore, also affected by the impact of business relocation (Kalthorn, Noor and Kamariah, 2007).

Coetzee (2005) maintains that there is a distinct relationship between employee commitment and employee satisfaction. Employee satisfaction affects the quality of the service delivered and commitment is seen as a magnet that keeps individual behaviour stable and unchanged, even under circumstances such as relocation. Stroh (1999) and Love and Crompton (1999) agree that committed employees who relocate with their companies often gain a new, broader

perspective of the company and are exposed to new management styles which promotes their career advancement. In turn, the company also gains a more intuitive and experienced workforce. This results in a win-win situation for both employees and employers (Stroh 1999).

1.3. Aims and objectives of the study

The aim of this study is to examine the impact of the relocation of King Shaka International Airport on Comair Ltd employees.

The objectives of the study are to:

1. To determine the extent to which the relocation of the airport has impacted on the quality of life of the Comair Ltd employees at KSIA;
2. To examine the extent to which the airport relocation has affected job satisfaction and service delivery of Comair Ltd employees at KSIA; and
3. Identify measures that can be implemented to assist Comair Ltd employees at KSIA cope with the impact of the airport relocation.

1.4. Scope and limitations

It is important to note that this empirical study was focused on airline employees only. While there are other types of businesses operating from the new airport, the impacts that may have or may not have been different due to the nature, size and scale of the other businesses. This research was also only targeted at respondents who worked at the old airport and who moved to the new airport. New employees did not form part of the sample and employees who left the airline post relocation were also not included in the study.

1.5. Outline of the dissertation

Chapter One: Introduction

The introductory chapter provides a background to some of the themes and issues that is addressed within this study. It describes the reasons that motivated the research as well as the aims, objectives, problem statement and limitations of the study. Also included in this chapter is a brief outline to the background of the study and the tourism industry.

Chapter Two: Literature Review

This chapter examines the conceptual framework and theoretical background to the study. It includes a review of relevant literature on relocation and its impacts on service delivery, job satisfaction and quality of worklife. Particular reference is made to the airline industry.

Chapter Three: Research Methods

This chapter presents the design of the empirical study and discusses the type of research method used, the data collection instrument and the sampling techniques used in the study. Reliability and validity is also discussed in this chapter.

Chapter Four: Presentation and discussion of results

This chapter includes the data acquired from the primary research which is presented and discussed using tables, graphs and charts. Discussions regarding the quality of life, job satisfaction and service delivery are included. Relationships between variables are also discussed.

Chapter Five: Conclusions and recommendations

This final chapter will draw conclusions and provide recommendations derived from the key findings mentioned in chapter four. The chapter also identifies measures that can be implemented to assist employees to cope with the impact of the airport relocation.

1.6. Conclusion

This chapter introduced the background to the study and briefly discussed the factors that would motivate a business to relocate. The airline industry was discussed concisely to set the scene for further discussions on the volatility of this industry which was a major motivating factor for relocating the airport in KZN. Additionally, the impacts on quality of life on the employees of the airline were linked to service delivery and job satisfaction. These factors, amongst others, determine an employee's willingness to relocate and the repercussions thereof. The chapter also highlighted the aim and objectives of the study. The next chapter focuses on exploring existing literature relevant to airport and airline relocation and its impacts on employees.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter provides a literature review based on the relocation of airports and the impacts of the relocation on employees. Previous studies on the impacts of business relocation on employees such as quality of work life, service delivery and job satisfaction are investigated. The chapter commences with a synopsis of the tourism industry, specifically the airline and airport sectors of the tourism industry and then highlights the nature of employment in this sector. Thereafter, the airports sector in South Africa is discussed. The chapter concludes with a discussion on the relocation of the airport in Kwa-Zulu Natal (KZN) and the development of the new King Shaka International Airport (KSIA).

2.2. Growth of the tourism industry

Tourism is a significant economic activity worldwide which has seen a major growth over the past few decades. The tourism industry now makes up the world's largest service industry (Qiqia and Rova, 2014; Duncan, Scott and Baum, 2013). In 2015, the World Travel and Tourism Council (WTTC) declared that tourism had contributed US\$2 trillion to the GDP and had created 100 million jobs globally. While the global economy had grown by 2.5% from 2014 to 2015, the travel and tourism industry significantly outperformed the wider economy by reporting an estimated 3.5% growth (WTTC, 2015) and is expected to continue to grow as developing countries aim to use tourism to diversify their economies.

Tourism's contribution to employment levels worldwide is equivalent to one in every 11 formal sector jobs (Ladkin, 2011). This confirms that tourism is an important activity that contributes significantly to the global economy with job creation often considered as the most beneficial impact to the host populations (Ladkin, 2011). Human resources play an integral role in achieving profitability in a tourism business due to the high levels of human interaction that takes place during a service encounter. Tourism is described as a service industry and high quality service and efficient human resources translate to economic benefits for the business (Qiqia and Rova, 2014). Yu, Chern and Hsiao (2013) believe that there is a distinct relationship between organisational performance and human resources. Qiqia and Rova (2014) indicate that developing countries use tourism to alleviate high unemployment levels. The magnitude

of tourism employment is considerable, as tourism businesses themselves are so diverse in terms of size, operations and markets (Baum, 1993; Ladkin, 2011).

The South African tourism industry grew by 14% per year from 2004 to 2007 with an overall growth of 70% from 2003 to 2007 (Campbell and Vigar-Ellis, 2012). Luke and Walters (2013) reported that due to the increase in tourism globally, the South African domestic air transport market grew by up to 65% within the country. In 2011, tourism contributed R315.4 billion to South Africa's GDP (National Department of Tourism, 2012). Employment in the South African tourism industry increased by 9 854, from 645 755 employees in 2012 to 655 609 employees in 2013. However, tourism only accounts for 4, 4% of all employed South Africans (Stats SA, 2015).

South Africa saw a total of 925 759 travellers who used air transport (Stats SA, 2015) as compared to 901 174 in 2014 (Stats SA, 2014). Record highs were reported in the years 2010 to 2011. Out of the 2 503 230 tourists that used air transport to come into South Africa, 1 993 829 (79%) used OR Tambo airport, 470 699 (19%) used Cape Town International Airport and 27 866 (1%) used King Shaka International Airport. The remaining passengers (1%), used other smaller airports in South Africa. This peak was due to the hosting of the mega sporting event, FIFA Soccer World Cup (Stats SA, 2011). The increased air passenger numbers led to the undertaking of numerous airport renovation projects across South Africa.

Baum (1993) asserts that tourism is a multi-faceted and multi-disciplinary industry that comprises of various sectors which are all interdependent. These sectors include, amongst others, the transport, accommodation and attraction sectors. Peoples and Talley (2004) state that national economies are very dependent on the movement of goods and people to ensure growth in economies. In particular, airports operate to assist with this movement of people and goods, and also act as employers and stimulate other on-site activities such as the retail sector, fast food and restaurant sectors, and more prominently, the airline sector (Ergas and Felsenstein 2012). Chen, Batchuluun and Batnasan (2015) believe that a country's economy can benefit considerably from these sectors with the air transport industry playing a crucial role in promoting tourism.

There is an immeasurable need for suitably equipped airports, as airline's capacities soar due to the increase in the number of passengers travelling by air (Mitchell, 2014). Airlines and

airports are interdependent with airports seeing mainstream income from airlines (Zhang, Fu and Yang, 2010). Also, the passengers that airlines bring in, feed the airport's other subsidiary income providers such as retailers and restaurants located at the airport. Airlines pay for services that are supplied by the airport such as runways, aircraft parking and terminals and airports provide services such as office space, duty-free shops, restaurants, car rentals and car parking (Zhang et al., 2010). The efficiency of these interactions between the airports and airlines contributes to the passenger experience. The value of this experience will determine the overall reputation of the destination as the experience at the airports provides a first impression of the destination itself.

2.3. The airport sector

Airports are a starting and ending point of a journey which plays a critical role in establishing and developing a destination's image and perceptions of travel experiences. Ergas and Felsenstein (2012) mention that although airports are primarily gateways for tourists, they can also raise the city's attractiveness and increase productivity and competitiveness of the destination. Romero, Lafont and Erguren (2016) state that airports are conventionally considered as public entities with the sole purpose of servicing airlines. However, Yu, Chern and Hsiao (2013) believe that the airport and airline industry are not separate and air travel remains the most prevalent option for travellers.

Globally, airports handled approximately 952 million international passengers in 2009 and by 2014, the International Air Transport Association (2015) recorded 3.3 billion air travellers worldwide. Due to this exponential growth, there has been an increase in the demand for efficient airport services to maximise the movement of aircrafts, thus facilitating the growth of the tourism industry (Pabedinskaite and Akstinaite, 2014). As a result of this demand, the airport industry experienced considerable growth and changes in the previous decades. Apart from technological advancements and the global economic crisis, the most significant changes experienced worldwide was the deregulation of the airline industry in 1978 (Psaraki and Abacoumkin, 2002; Luke and Walters, 2013). Deregulation meant that there is no government control over fares, routes and new entrants which increased competitiveness within the airline industry. This resulted in the need for airports to provide services to airlines that assisted with this growth and competitiveness.

Due to this growth, airlines and destinations have become heavily dependent on airports as a key contributor to destination's attractiveness and as an income generators. Airports are aiming to be more than just an infrastructural facility at a destination (Romero et al., 2015). Airports have become complex, dynamic areas where the crucial element of competitive advantage can be achieved. Airports are now seen as key assets to aid cities to increase revenue generated and serve as catalysts for investment (Conventz and Thierstein, 2014).

Some airports are able to enhance or expand their product offerings to keep up with market needs at the site that they are located in. In South Africa, these airports include OR Tambo International, the Cape International Airport and Durban International Airport had to relocate in order to stay abreast and ensure survival.

2.4. Airport relocation

Stroh (1999) believes that relocation is a valuable strategy to tap into new markets for attracting investors and can assist a business to strengthen its competitive position by aiding activities that may not be possible at the old location. Relocation can be used as a strategy to transform business to ensure survival in rapidly changing business environments. Christersson and Rothe (2012) refer to relocation as a technique that changes the physical location of the business to strategically reposition itself according to market and operational needs. This is relatively evident in the global airline industry.

The global airline industry has been continuously transforming to cope with challenges such as growing passenger numbers and increased flight frequencies, due to a rapidly changing and highly competitive business environment. With the aim of keeping up with the challenges of competitive markets, businesses are continuously looking for ways to improve their ability to remain competitive. Al-Qutop (2011) believes that dynamic and ever changing environments drive transformation in order to keep up with the challenges, pressures and demands of higher passenger numbers and increased flight frequencies. Airports may choose to change their physical position for various reasons that enhance performance. These include obtaining resources to sustain competitive advantage, building new competencies and acquiring new markets (Psaraki and Rova, 2014). Christersson and Rothe (2012) cite decreasing operating costs and increasing profit margins as key motivating factors for business relocation.

2.4.1. Reasons for airport relocation and new airport development

Relocation offers an opportunity to introduce new cost effective procedures using new technology to conduct daily operations. This may improve efficiencies and attract more travellers to the city. While the cases of Hazelton Airlines in Australia and Hammad International Airport in Qatar, show that relocation brings significant benefits to the businesses such as reducing operating costs, increasing access to new technology and new investment opportunities, some business relocations are based on non-financial aspects such as getting closer to competition or trained workforce or acquiring more affordable property (Stroh, 1999). Decisions regarding location, the building and space requirements that has to be made during relocation, impacts on the airline operations either positively or negatively (Psaraki and Abacoumkin, 2002).

Some airlines and airports have used relocation as a tool to get closer to markets and create an investor friendly environment. For example, Hazelton Airlines based in Australia, relocated from Cudal in New South Wales to a larger airport in New South Wales to facilitate growth as they believed that the airline had outgrown the airport that they were originally located at. This also enabled the airline to start new routes thereby growing their revenue base and this assisted the airline to maintain a competitive advantage (Hazelton Airlines: Market Repositioning due to relocation and deregulation, 1999).

Also, in 2014, Hammad International Airport in Qatar replaced the New Doha International Airport for passenger and cargo operations in order to cope with increasing passenger numbers. The new airport's capacity increased from 29 million to 50 to 93 million passengers per year. Airlines operating from the old airport had to relocate to the new airport in order to continue operating. This new airport also has longer runways to facilitate the landing of larger aircrafts, particularly to plan for the forecasted increase in international traffic due to the hosting of the international sporting event Fédération Internationale de Football Association (FIFA) Soccer World Cup in 2022 (O'Connel, 2015). This also assisted Qatar to diversify its economy so that the country is not solely dependent on their oil and gas sectors but also are investing heavily in infrastructure that aids tourism thus, contributing positively to the economy of Qatar (Vespermann, Wald and Gleich, 2008).

Eilat airport is another example of the airport industry using relocation to acquire more resources to increase their revenue base. This airport in Israel, experiences limited runway space, basic terminal facilities and conventional safety standards causing the majority of the international flights to be diverted to a nearby military base 60km north of Eilat (Ergas and Felsenstein, 2012). As airports assist many industries to be part of globalization, facilitate world trade, international investment, tourism and economic growth (Atilgan, Akinsi and Aksoy, 2008), the Israeli government decided to move the airport 20km's north of the city by 2017 which will be renamed Ramon International Airport. There was a substantial amount of money set aside for this project and it is expected to boost various other sectors of the economy of that region. This expansion will assist the region by attracting 1.8 million visitors per annum compared to 1.3 million currently. This figure is expected to increase in the next 25 years to over 4 million visitors. Provisions are being made for a larger terminal, increase in runway length, new ancillary building for offices, parkade and an upgrade to safety and security features using the latest technology (Ergas and Felsenstein, 2012). Other similar developments include airports in Oslo, Hong Kong and Athens. These cities concluded that due to size limitations, the upgrading of existing airports were not feasible in the long run and therefore relocation posed as the only option to increase capacity and economic prosperity of these cities (Psaraki et al., 2002). While the decision to relocate might be a favourable business decision, relocation brings on positive and negative impacts for employees (Stroh, 1999).

Regardless of the impacts on employees, the positive impacts on the businesses associated with airports show that change of location is necessary to grow. The most common reason for older airports to relocate is a shortage of space to grow and adapt to the challenges that modern industry needs. Most often, upgrading the existing infrastructure is a short term solution and may need further upgrades in the very near future, which will deem alterations unfeasible. Some airports are now entirely surrounded by buildings and living areas, restricting their opportunity for growth. Furthermore, with technological advancements, the concept of air travel has changed where larger aircraft require longer runways and more parking space. The airport needs the space to accommodate larger aircrafts and the increased numbers of passengers (Brueckner and Zhang, 2001).

2.5 The airline sector and airline employees

As airlines operate from airports, a change in the airport sector with relocation, inevitably means a change for the airlines operating from them. Airlines assist many industries to be part

of globalization as it facilitates world trade, international investment, tourism and thus economic growth. Atilgan et al. (2008) state that the profitability of the airline industry is strictly parallel to the growth of economy and trade. It is important to understand the nature of the industry as a whole in order to understand the profitability and risks involved in the airline industry.

Changes in the airline industry means changes to the airports. These changes include deregulation, leading to mergers and the entrance of new competitors to the playing field (Kaufman, 2013). This leads to retrenchment of staff, pay and benefit cuts and merger conflicts which put huge pressure on airline employees. The increase in competition may force airlines to reduce prices and offer more services to attract new clients and retain current clients. Issues such as employee productivity and working conditions in airlines was researched by Johnson and Anderson (2004) and Kaufman (2013). These studies revealed that as airlines strived to survive the pressures of the global environment and industry, changing events such as 9/11, outbreak of diseases such as the SARS epidemic and Ebola, and the global economic recession, the management of airlines had to make changes to employment strategies that were not in favour of employees. This included the use of more part - time workers, increased hours of work, lower salaries, less or no benefits, as airlines were trying to remain competitive. These seemed to be the only strategies that could allow the airlines to provide sustainable service offerings (Johnson and Anderson, 2004; Kaufman, 2013).

In some cases, the airline environment has become unfavourable for employees. For example, Delta airlines had to quickly adopt policies that would promote commitment amongst employees as a means of retaining high calibre employees to remain competitive (Bamber, Gittel, Kochan and Von Nordenflycht, 2009; Kaufman, 2013). This strategy focused on changing individual employee's responsibilities as the conditions changed, and not changing the employees to suit the conditions.

Campbell and Vigar-Ellis (2012) suggested that the main attributes that customers look for when choosing an airline is very much dependent on the quality of employees providing the services. These attributes include staff courtesy, on-board comfort, cleanliness, responsiveness of the attendant such as friendliness and on-board entertainment. Although faced with harsher working conditions such as longer working hours and lower pay (Peoples and Talley, 2004), employees are still expected to deliver efficient and friendly services. Furthermore, Johnson

and Anderson (2004) suggest that over and above the deteriorating working conditions, the employees are also exposed to increased fatigue and customer abuse.

Lin, Wong and Ho (2013) indicate that frontline airline employees have frequent face to face contact with travellers, and therefore deal with various stresses as jobs in the airline sector often involve long hours and irregular scheduling. In addition, their work patterns tend to be different to a typical Monday-to-Friday schedule which may cause work-family conflict due to these non-standard work schedules. Employees may experience difficulty in arranging time off from work, reducing their ability to enjoy leisure activities. Work and non-work roles often impose mutually exclusive demands on people's limited resources of time, talent and energy. Conflicting demands of work and leisure roles often cause employees to face mutually exclusive dilemmas. Employee's complaints include how rotating shifts or other irregular patterns resulting in excessive amounts of work that prevents employees from spending enough time in other activities, and how work schedules interfere with their leisure time. Due to the nature of their work, airline employees experience higher job interference with leisure time than employees in other industries. This is mainly due to the rapidly changing environment of the air transport sector (Bamber et al., 2009; Lin, Wong and Ho, 2013).

2.6. Working conditions in the airline industry

External factors can considerably affect the internal operations of a business and working conditions of the employees. This means that external global factors such as globalisation, increased competitiveness and the global economic crisis may lead to human resource concerns within the tourism industry. Johnson and Anderson (2004) attribute the negative aspects of employment in the tourism industry to periods of serious economic downturns globally. Bamber et al. (2009) researched business performance in the airline industry during turbulent times when the airline industry was plagued with one problem after the other such as deregulation, introduction of low cost airlines, terrorism and disease epidemics. Price wars and increasing price sensitivity of the customers forced airlines to rapidly change their organisational strategies in terms of flexibility, innovation, quality and customisation in order to cope with new tourism and more informed consumers due to new technology (Altobelli and Kirstges, 2008; Albalade and Bel, 2010). The airline business models had to drastically change to ensure survival. Some airlines merged as a result of acquisitions while others survived only by reducing flight schedules, cutting wages and laying off employees (Bamber, 2009 and Kaufman, 2013).

External factors impact negatively on the profitability of the business. This forces managers to implement work intensification projects while lessening job security and offering irregular work hours (Roan and Diamond, 2003). Irregular working hours are implemented in order to meet the needs of customers beyond traditional hours to be better than their competitors. This results in extremely long shifts during tourist peak seasons, and very short hours or no work during the low season. The consequences of these working conditions are higher turnover, increase in fatigue, customer abuse and lower productivity (Johnson and Anderson, 2004; People and Talley, 2004) and a lower quality of work life (Roan and Diamond, 2003).

Fast evolving markets create swift changes in the human resources needs of a tourism business (Bamber, 2009). When there is a change in the external conditions, employees are the first to experience the consequences of cost cutting measures. For example, retrenchment of employees or a decrease in benefits may free up money for the business to use elsewhere. This makes it difficult for tourism managers to plan for human resource accumulation strategies such as training, skills upliftment and offering full-time employment with benefits. Therefore, the industry is burdened with problems of high turnover rates and low productivity levels due to low wages and no benefits and no upskilling policies implemented to ensure survival (Kaufman, 2013).

2.7. Impacts of relocation on employees

Businesses generally initiate relocation due to business needs and sometimes tend to neglect the needs of their employees which may be instrumental in determining whether or not the relocation is successful (Anon, 2003). Some challenges faced are directly linked to employees such as loss of key employees, high sick leave patterns, and cost factors that arise from incentives offered to employees, training, retrenchments and new staff. These have a direct impact on business performance and profitability (Kaufman, 2013).

Champion-Hughes (2001) believes that employees are the most important part of a business and refers to employees as the “backbone” of the business. The business success is dependent on the quality of worklife (QWL) of the employees and hence greater emphasis must be placed on this. A high QWL describes a phenomenon where employees are able to fulfil their needs at work and at home without sacrificing either domain whereas low QWL is associated with worklife conflict that prevents the employee from fulfilling expectations in one role because too much time is spent on the other role (Lin et al., 2013). Relocation may affect QWL due to

the probable increased time away from family and possible inability to fulfil both roles. Al-Qutop (2011) describes the term QWL as the most important part of an employee's life which has a huge impact on their personal lives. Quality of worklife influences the employee's response to their work load, work descriptions and attitudes towards organisational changes such as relocation. The higher the quality of worklife experienced, the more likely the employees are to respond positively to organisational change, i.e. the more likely that they will have a positive attitude toward relocation (Eby and Russel, 2000). Quality of worklife is important because happy employees are equal to productive, dedicated and loyal employees.

Stroh (1999) and Love et al. (1999) agree that committed employees who relocate with their companies often gain a new, broader perspective of the company and are exposed to new management styles which enable their career advancement. The new location also gives the employees an opportunity to gain new experiences and learn new skills thus increasing morale (Stroh, 1999). In turn, the company also gains a more intuitive and experienced employee. According to Stroh (1999) this would mean a win-win situation for both employees and employers which has a substantial influence on the employee's willingness to relocate with the employer. There may even be an opportunity for career progression for the remaining committed employees due to resignations and retrenchment (Eby and Russel, 2000).

If relocation is the only option to facilitate survival, it is imperative that the business takes into account the best interests of the employees (Kaufman, 2013; Bamber et al., 2009). Business relocation impacts either positively or negatively on the quality of worklife of employees. These impacts include a change of job satisfaction levels which may impact on service delivery.

2.7.1. Impacts of relocation on employee's job satisfaction and service delivery

Champion-Hughes (2001) defines job satisfaction as a state when employees view their employment as "favourable". Employees are more likely to be satisfied with their jobs if they believe that they are fairly compensated for their duties; there are opportunities available to advance within the company and if they have a good relationship with the other employees who they are required to engage with when performing their duties. This relationship is usually based on trust and respect. This will motivate staff to perform their duties to the best of their ability affecting service delivery levels.

Lin et al. (2013) and Bamber et al. (2009) mention that employees working in the tourism and hospitality sectors spend a lot of time and energy at their workplace with time pressure being a serious challenge. They may not have a regular 8-5 job as the majority of these employees work shifts and during weekends and public holidays. These irregular shift patterns reduce the number of hours spent with family and on recreational activities. Albertsen, Rafndottir, Grismo, Tomasson and Kauppinen's (2008) research indicated that long working hours and non-standard working hours affect job satisfaction. The study also found that there is a distinct correlation between long work hours and lower levels of job satisfaction as workhours affect the biological rhythms of one's body such as sleep, hormones, recovery etc. which also affects social rhythms which affect lifestyle, physical exercise and regular diet. Long work hours or an unbalanced shift pattern has been found to be associated with a lower work life balance (Albertson et al., 2008).

Relocation may pose a further disruption to the lifestyles, relationships and work patterns of airline employees which often needs to change so as to adapt to the business relocation (Geyer and Daly, 1998). This has a considerable impact on job satisfaction levels and these adaptations represent either a positive or negative change in the normal rhythm employees are accustomed to (Stroh, 1999). Geyer and Daly (1998) examined job satisfaction during relocation and maintain that although changes in work skills and roles may not be required, the employees are required to adjust to the new location which will affect service delivery.

Service delivery is about delivering your service as effectively and efficiently as possible to the satisfaction of your customer (Anderson et al., 2005; Mostert, Meyer and Van Rensburg, 2009). Successful airports such as Hong Kong International, Vancouver International and Amsterdam Schiphol Airport use benchmarking surveys such as Skytrax and ACI Airport Program to investigate if their service delivery levels are consistent with those of world class airport facilities. This gives an airport a better indication of their position in the competitive global environment and an insight on techniques to increase passenger numbers which will in turn generate more revenue (Paternoster, 2008).

As the performance of businesses operating at the airport is very much dependent on the service delivery standards, it is imperative for newly relocated airlines to take personal responsibility for excellent service delivery. This will assist with better performance of the entire airport and destination itself (Paternoster, 2008). Together with relocation, improving the customer

experience at airports should be a priority in order to increase visitor numbers. For example, when passengers perceive their experience at the airport as being seamless, efficient or pleasant, passengers don't look at each company separately. This is achieved by both airlines and airports working together to deliver consistent quality services that adequately satisfies the needs of their customers. It is proven that higher revenue generation is directly linked with service delivery standards (Al Qutop, 2011).

Bamber et al. (2009) noted that if the employees are happy then job satisfaction levels are higher and so are the service delivery standards. Therefore, the impacts of relocation on employees must be thoroughly researched and assessed with the intention of ensuring a successful relocation and ultimately success of the business (Stroh, 1999). These factors affect one's willingness to relocate and they affect QWL and job satisfaction positively, then service delivery will be off an acceptable standard which is one of the contributing elements towards relocation success.

2.8. Factors affecting employee's willingness to relocate

External factors play an important role in determining business conditions and also affects an employee's willingness to relocate. Key factors include communication, commitment, commuting, wage, career development, supervisory support and demographics of employees and their families.

2.8.1. Communication

Communication is a major contributor to relocation decisions and QWL. Early communication between the business and employees might give the employees insight as to why the relocation is necessary. Once the employees know and understand this, they are more likely to accept the move and support the business's decisions. Early communication will aid in early preparation and may give the employee an opportunity to foresee problems and deal with them before the actual relocation (Martin, 1999; Stroh, 1999).

Martin (1999) researched how early preparation can reduce stress during relocation. Businesses can help employees combat this stress by providing as much information as possible, as early as possible (Stroh, 1999). Sinha (2012) agrees that good quality, frequent communication that promotes employee involvement may provide a platform for employees to better their job satisfaction levels by feeling important. Such communication could include staff briefing and

debriefing sessions, notice boards, journals or memos. Kaufman (2013) stated that Delta Airways used these communication methods to involve employees in the decision making regarding company procedures to be adopted. Delta Airways engaged in the most extensive form of quality of worklife models in the United States of America (USA) called “Employee Involvement Strategy” which promoted job satisfaction because employees were able to partake in decision making that affected their work environment. Employee morale increased as constant communication created an atmosphere of togetherness and independency between the employer and employees. New technology also assisted with facilitating easy communication methods such as electronic communication methods used by Delta airlines (Kaufman, 2013).

2.8.2. Commitment

Clark, Gavrin and Wolosin (2006) found a huge correlation between job satisfaction, employee commitment levels and customer satisfaction and customer commitment levels. Based on the strength of this interrelationship, the decision to relocate will inevitably affect on commitment. Studies conducted by Kaufman (2013) and Bamber et al. (2009) have concluded that committed employees stay with organisations for a longer period of time and tend to support the business during change. This change could include relocation. They have a stronger desire to work and a more positive attitude about their employment. In contrast, Kaufman (2013) implied that it may be very rare to find committed employees who are willing to stay even when conditions change.

A certain degree of employee loyalty and commitment is required in order to relocate with the company despite any possible negative consequences. Commitment is characterized by a strong belief in and acceptance of the organisation’s goals and values, a willingness to exert considerable effort on its behalf and a strong desire to maintain membership of it. Coetzee (2005) and Anderson et al. (2005) agree that there is a huge correlation between commitment and the business’s turnover, particularly in the service industry where human dependence is high. Anderson et al. (2005) assumes that employee willingness to contribute to the business will be influenced by the nature of commitment experienced. Commitment levels of employees are tested during the relocation process where employees are expected to perform assigned duties dependably, and be willing to engage in activities that go beyond job requirements. Coetzee (2005) maintains that commitment is seen as a magnet that keeps individual behaviour stable and unchanged even under circumstances such as relocation. Both Kaufman (2013) and

Bamber et al. (2009) reported that when employee commitment levels are high then the chances of the employees to stick with the company through times of change or crisis might be greater. This may be the case with business relocation, as committed employees may support the relocation.

2.8.3. Commuting

Hanssen (1995) confirms that the actual distance between the old location and the new business premises may change lifestyles, comfort levels, productivity, and health and wellbeing of the employees. The journey to work is an important factor that must be considered when deciding to relocate a business, as this affects overall quality of life of employees. While businesses that do short distance relocations within the same geographical area may not require a change of residence for employees, there is a marked tendency for employees to move closer to the workplace as distance between work and home increases. Stroh (1999) believes that there is a particular resistance to relocation as shorter commutes and a greater ability to balance work and personal lives are more desirable in recent times.

There is sometimes a trade-off between individual's household desires and the desire to be closer to work. If the employee decides not to relocate the entire family, increase in travelling distance means more time away from their family, thus causing strain on family and social relationships. The effect of relocation is also felt by the families of the employees due to increased time spent apart as a result of an increase in commuting distance or sometimes relocation of residents and adapting to a new way of life for the family. Relocation may be a positive event for those who already reside close to the new area. Employers may assist with initial commuting costs by providing transport or a travel allowance (Eby and Russel, 2000).

2.8.4. Salary

Salary increases may motivate employees to relocate. The financial needs of the employees may also increase due to an increase in commuting distance and residential relocations. There is sometimes a difference in the prices of residential property in the new area and this may further affect the income needs of the employees. A study by Zenou's (2005) based on wage efficiencies during relocation, shows that employers do not consider the distance between home and work of employees when making wage and relocation decisions. So, the further away from work that the employee resides in, the more the employee has to pay for commuting yet they are earning the same salary as their counterpart who resides close to work. Most employees do

not change their home base when relocating their jobs when commuting distance is reasonable (Stroh, 1999). There may be other costs that arise from the relocation such as the change of caregivers for the family members or a change in schools that the children are going to. Although there is a fixed cost of living, the cost of commuting for the employee or the family members may vary. Workers are hesitant to relocate due to the high cost factor (Zenou, 2005). If firms pay higher salaries, they will have to hire fewer workers. However, adequate compensation may not be the only factor that motivates relocation (Eby and Russel, 2000).

2.8.5. Career development

Career development and growth, influences relocation decisions as well. When an employee has the opportunity to upskill themselves and are working in a supportive environment where training is available, employees are more likely to relocate and not look for other employment opportunities. While businesses may lose out on human capital accumulation because of the employees who resign due to the relocations, there is greater opportunity for career advancement for those employees who remain committed to the company which will improve the quality of worklife of employees (Barry and Walsh, 2008; Stroh, 1999).

Geyer and Daly (1998) also discussed the career stage that employees are at during the time of relocation. It was suggested that the closer the employee is to promotion and the higher the position the employee holds, the more willing they are to relocate. On the other hand, resignations due to unwillingness to relocate may increase the chance of promotion of the remaining staff (Eby and Russel, 2000; Martin, 1999).

2.8.6. Supervisory support

Emotional supervisory support from higher level staff members promotes higher quality of work life. A supportive supervisor may boost the energy levels of the team and promote a positive attitude toward one's work, reduce stress, boost productivity and promote organisational commitment. This is particularly important when employees are dealing with changes in lifestyles due to the relocation. Some authors term this a family responsive culture which improves relations between the managers and employee (Lin et al., 2013; Al-Qutop, 2011). Supervisors may assist in arranging alternate work hours in order to cope with the relocation and personal commitments (Sinha, 2012).

During relocation, flexible work arrangements such as flexitime and telecommuting may promote job motivation and dedication. This works out well for employees who have family commitments and are still adjusting to the relocation. This enables the employees to fulfil family and work commitments thus contributing to a higher quality of worklife, reducing stress and promoting organisational commitment. Employees who tend to find a balance between work and personal life are more likely to sacrifice other employment offers (Sinha, 2012). This may be a contributing factor to an employee's willingness to relocate with the airport.

2.8.7. Impact of demographic factors on relocation

Factors such as age, marital status and gender are important aspects to be considered when deciding to relocate (Dugan and Elibero, 1994; Forster and Munton, 1990). Eby and Russel (2002) assert that age is a major deciding factor. Older people find it more difficult to adjust and may resist relocation while very young people adapt well to relocation. For younger people, the relocation provides an opportunity for upskilling and new challenges. Younger people are more willing to relocate before the onset of family responsibilities, whereas the desire for stability tends to increase with age.

Depending on the stage of the family life cycle, accommodation space and location needs may vary where families require more space and nearby amenities than the younger single employees (Anon, 2003). Older workers are less willing to relocate as they may be close to retirement. However, if employees have a lucrative provident or pension fund, they may choose to stay within the organization. Age is also associated with investment that the employee has within the company. Investments such as pension funds may be of a higher value for older employees and therefore the employees may be keener on relocating with the business. However, age is not a primary factor in relocation decisions (Stroh, 1999).

Munton (1989) says that women face different problems in terms of family commitment and time spent at work or for work. Stroh (1999) reiterates that women are generally less inclined to accept relocations or job transfers especially if their partner is in a well-established career. If the woman does decide to move, she would probably choose to commute the distance so that she bears the costs and inconvenience. However, this will most likely increase time away from her family so she may have to bear more costs such as child care or housekeeping (Eby and Russel, 2000).

Marital status is also a deciding factor in willingness to relocate. Younger, unmarried employees with no children are more inclined to relocate as their responsibilities may be less than their counterparts. Variables such as spousal attitudes, age and number of children, influence parents who are understandably more concerned about the well-being of their children, proximity and availability of schools etc. (Eby and Russel, 2000). Spousal attitudes towards the relocation also affects willingness to relocate (Brett and Reilly, 1988). Much of this comes from the stage in the spouse's career and if there is a need to relocate the residence. Bergels and DaRocha (2002) believe that professional counselling focused on a spouse's career and attitude may influence the willingness to relocate.

2.8.8. Incentives and Assistance

Providing incentives may increase the employee's willingness to relocate. Some incentives come in the form of assistance. Bergels and DaRocha (2002) indicate that assistance consisting of counselling for employees and their family may assist with a quick and painless transition. This may aid the employees to deal with stressful factors such a relocating the residents, looking for schools and ancillary services such as child care and spousal displacements.

Relocated businesses may also offer incentives in monetary form (Saunders and Thornhill, 1998). Salary increases and travel allowances assist with an increasing willingness to relocate. Other forms of incentives may come in the form of flexible working hours, paid leave and time off for holidays. Lin et al. (2013) state that offering good incentives may increase commitment levels and motivate staff to increase service delivery standards. Other benefits include paid annual leave, staff travel discounts and recreational activities subsidized by the organisation and travel allowance which are said to promote staff well-being.

Sinha's (2012) study proved that offering incentives and assistance may even improve quality of worklife and reduce stress both at work and at home. This is consistent with Champion-Hughes (2001) views on this strategy which promotes quality of worklife by involving family friendly strategies. As family responsibilities may become more difficult to manage during relocation, family friendly incentives may assist with a smooth transition to the workplace after relocation. Kaufman (2013) researched the incentives offered by US airline, Delta Airways which show higher productivity levels, reduced absenteeism, better retention of valued employees when employers assist employees by offering incentives. These incentives assist

employees to achieve a good quality of worklife and assists employers to remain competitive in the market.

These incentive policies may even assist employers to attract and retain a motivated workforce. Many employees view family friendly organisations as a high contributing factor towards job satisfaction. A study conducted by Lambert (2000) which researched work-family assistance benefits, indicates that implementing incentives such as on-site child care may affect work performance. Offering assistance in the form of these incentives discussed promotes employee well-being and motivates the employees to use their own initiative hoping that some employees may feel obligated to give off more at work because the employer is giving more incentives.

2.9. The airports and airline sector in South Africa

In South Africa, South African Airways (SAA), operating as the national carrier since 1934 reaped the benefits of airline regulation for 40 years. This resulted in SAA having complete monopoly as any airline wishing to compete had to prove that a need for services existed that was not already provided by SAA (Campbell and Vigar-Ellis, 2002). Prior to the deregulation, only four airlines were active in the domestic market namely SAA, Comair Ltd, Link Airways (later bought by SAA to be called SA Airlink) and Bop Air, later known as SunAir which was taken over by SAA. As the barriers were removed due to deregulation, more airlines entered the market place causing strain on existing airlines (Campbell and Vigar-Ellis, 2012). Deregulation impacted on traffic flows, passenger numbers, market entries and exits as the level of competition increased due to the passengers being offered more choices. As barriers were removed due to deregulation, more airlines entered the market place forcing existing airlines to offer services that are better and cheaper than the new entrants. With no government control over fares, routes and new entrants, the introduction of the low cost airline model threatened the operations and profitability of South African Airways (SAA).

Low cost airlines transformed the airline sector globally with the markets seeing a number of entries and exits in this category. The deregulation of the airline industry gave the low cost airline the opportunity to compete on a level playing field as price wars were no longer illegal (Johnson and Anderson, 2004). Distinct characteristics of low cost airlines such as point-to-point service, low fares, few ticket restrictions and limited in-flight service has led to the low cost airline model being profitable at exactly the time when the largest and most established network carriers have found themselves in serious financial difficulty (Bamber et al., 2009).

In South Africa, Comair Ltd introduced the first low cost carrier, Kulula.Com in 2001 and began offering services to the golden triangle (Durban, Johannesburg and Cape Town) as well as Lanseria. Soon after, Kulula.Com and 1Time airlines opened its doors in 2004 but closed in November 2012. Velvet Sky had a brief entry as a low cost airline in the South African market but soon ran out of funds and operated from March 2011 to June 2012. Mango's first flight was in November 2006 and also focused on the golden triangle. These low cost airlines impacted on load factors and stimulated the economy, giving travellers more choices creating a more price sensitive market and putting a strain on the airports that support the airline industry (Mitchell, 2014). This strain can be attributed to the increase in the number of people travelling as the affordability of air travel increased.

South Africa saw an incredible growth in the air transport sector between the Second World War and the mid-20th century. Airports were primarily state owned and administered by the Department of Transport and the Department of Public works. In 1934, the South African Government purchased a private airline called Union Airways and created the national carrier, South African Airways. As the industry was developing at a rapid pace, the need to upgrade the airports grew and by the 1950's the government resolved to upgrade all South African airports to facilitate this growth (Mitchell, 2014). The airports of South Africa have undergone structural and physical upgrades to facilitate movement and the growing tourism industry. These changes included the upgrading of facilities at all major airports in South Africa. There are three major airports in South Africa which support the airline industry in South Africa (Luke and Walters, 2013; Campbell and Vigar-Ellis, 2012; Mitchell, 2014). Luke and Walters (2013) refer to the three major airports located in Durban, Gauteng and Cape Town as the "golden triangle" as these are considered the major airports of South Africa. Other airports do exist in South Africa. However, they are much smaller in scale and don't see the high numbers of visitors as Durban, Johannesburg and Cape Town (Mitchell, 2014). According to Stats SA (2014), of the nine provinces in South Africa, Kwa-Zulu Natal, Western Cape and Gauteng saw more of the tourists collectively (99.6%) than the smaller provinces which are Eastern Cape, Northern Cape, Free State, North West Province, Mpumalanga and Limpopo (0.04%). These airports are managed by Airports Company South Africa (ACSA).

Oliver Tambo International Airport, previously known as Jan Smuts Airport in the city of Johannesburg, was completed in 1952 and was rated as South Africa's premier airport. With this rapid growth in traffic through the airport, upgrade to the facilities at OR Tambo

International Airport included the building of a second runway and expansion of landside facilities such as motorways and hotels were necessary. The first stage of this expansion project was completed in the late 1980's. However, as growth of the industry continued, regular upgrades continued, with the most recent being the addition of the Gautrain which provides a rapid rail network between the airport, CBD, Pretoria and Sandton (Mitchell, 2014). Cape Town International Airport is currently South Africa's second largest airport, boasting state of the art safety and navigational equipment which prepared the airport to deal with the rapidly growing tourism industry. This airport was constructed in the late 1960's and saw upgrades being done up until 2010 and still continuing (Mitchell, 2014). Kwa-Zulu Natal, however, chose to relocate their airport to facilitate growth of tourism in the coastal province.

2.10. Relocation of Durban International Airport (DIA)

Louis Botha Airport was constructed in the mid-1950s in a swampy area in Isipingo which had to be filled with 5.5 million cubic yards of excavation from the Bluff in Durban. The airport was originally constructed with a control tower, apron, a single terminal and one runway. However by the 1970's, the airport saw itself being "locked in" by surrounding industrial development thus hampering any further expansion projects. In the mid-1970s, a decision was taken by the government to pursue a new airport project in an area north of Durban, called LaMercy. Construction was brought to a halt on the grounds of financial constraints during the late 1980's and started again in September 2007 after repeated upgrades still didn't meet the demands of the growing tourism industry (Luke and Walters, 2013).



Figure 2.1: The old airport site location
Source: ACSA (2008)

Louis Botha Airport had reached its carrying capacity and had no space for expansion as shown in Figure 2.1. Therefore, the airport at Kwa-Zulu Natal (KZN) needed to upgrade the facilities to accommodate better terminal facilities and increased runway space in order to remain competitive and attract international airlines (Davenport, 2006; Mitchell, 2014). The increase in travellers meant that the carrying capacity of the existing airport infrastructure had to be upgraded in order to accommodate the rising numbers of passengers which impacted on the profitability and ultimately success of the destination (Luke and Walters, 2013). The need to improve the destinations' transport networks was fuelled by the need to increase a destination's accessibility and ultimately attractiveness. With this in mind, KZN embarked on the project to relocate the airport in order to enhance performance of the destination. This development included the relocation of the Durban International Airport (the old Louis Botha Airport) which was renamed King Shaka International Airport which was opened in May 2010 and located 35km's north of Durban's City centre (Mitchell, 2014). The construction would cater for 7.5 million people and as extensions progress, the airport's carrying capacity will increase to 45 million people (Van Turenhout, 2012). The reason for this increased capacity was that key features in the airport were enhanced to facilitate a larger number of travellers through the airport.

The growing trend of businesses moving from city locations to suburban locations due to cheaper, larger land available in suburban areas, gives businesses an opportunity to offer services that they were not able to offer before (Hanssen, 1995). For example, acquiring larger land assisted King Shaka International Airport (KSIA) to build a second runway and increase the length of the runways. This facilitated the landing of a larger number of bigger aircrafts, bringing in a fuller load of travellers thus increasing profitability of the airlines and airports. This enhanced the destination's profitability and performance due to the increased accessibility (Mitchell, 2014). The new technology such as new navigation equipment, new computer software and information boards assisted with increasing the number of airlines operating from the airports. This meant that although the upgrades to information technology (IT) would be expensive, there would be a return on investment as the increase in tourist numbers will bring in more revenue from essential services required by tourists (Luke and Walters; 2013). These changes may not have been possible at the old location due to space constraints.

2.11. King Shaka International Airport (KSIA)

Durban, located in the coastal province of Kwa –Zulu Natal (KZN), saw the most noteworthy changes to airport facilities compared to the other South African airports. The much debated project included the Dube Tradeport which enhanced the province's ability to bring in more money and visitors and was finally given the go ahead in the early 21st century. The decision to relocate Durban's airport was based on strategically positioning the airport in an environment that facilitated growth and created an investor friendly environment (Mitchell, 2014, Young, 2011; Luke and Walters, 2013). This airport and all the businesses operating within the airport relocated to facilitate growth within the city.

In 2008, ACSA estimated that about 270 000 jobs would be created directly and indirectly as a result of this project. In addition, it was envisaged that this project would contribute positively to the National GDP with about R7 billion in fixed investments and increased government revenues and taxes of around R4.3 billion. The Dube Trade Port was to enable growth in trade and business development as the port serves as a catalyst for economic growth and job creation in the region.

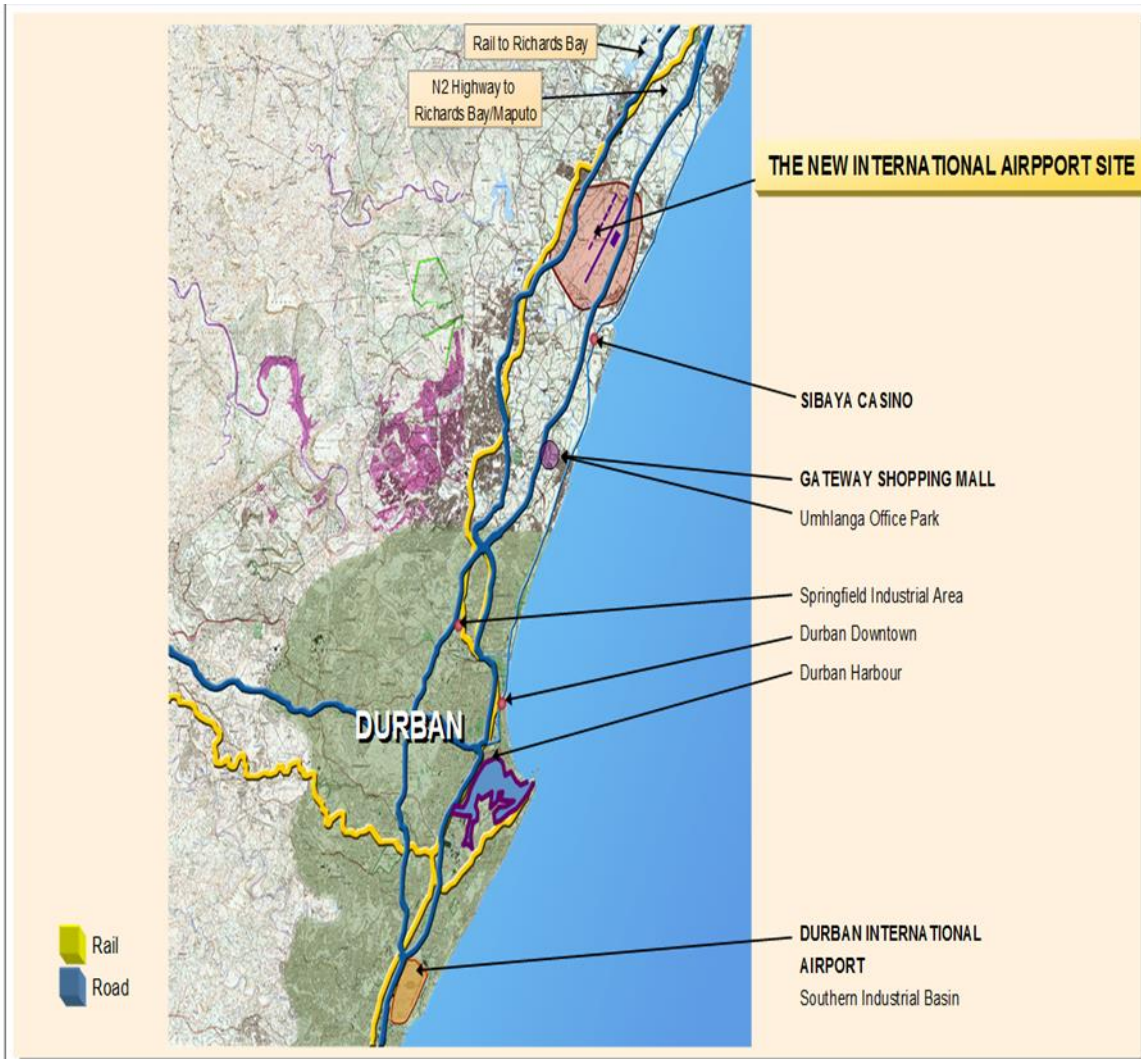


Figure 2.2: The location of the new airport (KSIA)
 Source: ACSA (2008)

King Shaka International Airport is located 35km's north of Durban's City centre and 60km away from the old DIA site as depicted in Figure 2.2. Construction on the new airport started again in September 2007 and the airport was officially opened in May 2010.



Figure 2.3: Aerial view of KSIA as at 2010
Source: ACSA (2010)

An aerial view of the newly developed KSIA is depicted in Figure 2.3. As the airport is part of the Dube Tradeport, Kwa-Zulu Natal's competitive position in the global market place was enhanced as this development not only facilitated an increase in visitor numbers but also new trade opportunities (Young, 2011) such as attracting new international airlines including Emirates Airlines, Turkish Airline, Ethiopian Airlines etc. These airlines did not operate at the DIA (Naidoo, 2013).

2.11.1. Operational readiness and transfer programme (ORAT)

During the relocation process, ACSA made use of a relocation programme called The Operational Readiness and Transfer Program (ORAT). The strategy required external assistance in the form of a consultant that would be able to manage the progress of the various elements of the Operational Readiness and Transfer Program during and after the construction of the airport. ACSA partnered with well experienced German Consultants that have moved airports since 1992 to ensure a well-planned relocation and decommissioning of the current Durban International Airport. ORAT which is a globally known concept that encompasses issues pertaining to operational readiness planning such as training and familiarization programmes (ACSA, 2009).

The most affected element of the ORAT was the approximate 3 500 employees who were employed at DIA (Naidoo, 2013). This figure included the various service providers that indirectly service the airport through different services. It is worth noting that the various companies and organizations based at the airport had increased their number of employees to accommodate the increase in demand for the services they provided. The focus for ORAT was to allow these employees and service providers to be a part of the build-up and actual relocation to the new airport as this was crucial in ensuring success of the relocation. Only the duties of the task team particularly involved with the employee relocation is discussed below.

The ORAT team was made up of the following task teams:

- **IT Integration:** Airports and their airline partners rely on complex IT platforms which are considered as the veins and nerves of the operation at the new airport. This is made up of at least 23 new IT systems and packages. This task team ensured a successful commissioning of these systems is achieved and that employees were fully trained. The operational readiness planning also aimed to educate frontline staff on understanding how the new IT systems work, the capabilities and redundancies built into various systems so that in the event of unexpected failures, the employees are adequately trained on contingencies to be employed.
- **Aeronautical Stakeholder Management & Integration:** This task team ensured that all stakeholders' planning processes for the relocation were properly aligned with that of ACSA's and that the broader airport community including all employees of airlines, ground handling companies, in-flight caterers, government agencies and service providers to achieve operational readiness.
- **Commercial Readiness Property Development and Administration:** This task team was responsible for tenant co-ordination ensuring the entire airport workforce (3 500 employees) belonging to various organizations within the airport precinct are accommodated in line with office requirements submitted to ACSA at commencement of construction. This task team needed to ensure new lease agreements were negotiated and finalized.

- **Communications Management:** This task team had the responsibility to ensure well packaged messages are consistently and structurally sent to both local and international media, employees of all the stakeholders who operate at the old airport and new airport.
- **Terminal Operations:** This is the airport's nerve center and this task team had to ensure that the operations philosophy of all designs within the terminal was well understood by employees who will operate it. Within this process, this task team ensured stakeholders' core operating processes of how departing and arriving passengers, departing and arriving baggage and departing and arriving aircraft are handled.
- **Landside Operations -** With regards to the employee complement at the time, at least 57% resided within the Southern basin and they relied on public transport. EThekwini Municipality was engaged to ensure adequate measures for employee transportation between the Southern and Northern basin are put in place from commencement of operations to enable employees to report to work timeously.
- **Human Resources, Change Management Training:** This task team developed a new relocation policy for affected employees that addressed how the impact of change of employee's terms and conditions of employment was addressed. In developing this policy, this team investigated amongst others, best practices on staff relocation, the legal framework for managing staff relocation, existing ACSA HR Policy on staff relocation and most importantly employee biographical and residential data. This task team worked on implementing change management initiatives initially to ensure resistance to change is minimized. It is well reported that resistance to change is more often than not the reason for failure. This task team worked on using various media to create hype, excitement and a sense of ownership of this development by each employee/stakeholder (ACSA, 2009).

2.11.2. Phases of development for KSIA

In order to stay abreast of the predicted growth in the tourism industry in KZN and stay attractive to investors, the KSIA will undergo ongoing changes in the years to come. The airport development has 5 phases and planned upgrades will occur until 2060 to accommodate the increase in travelers forecasted. Figure 2.4 illustrates the stages in the development of KSIA until 2060.

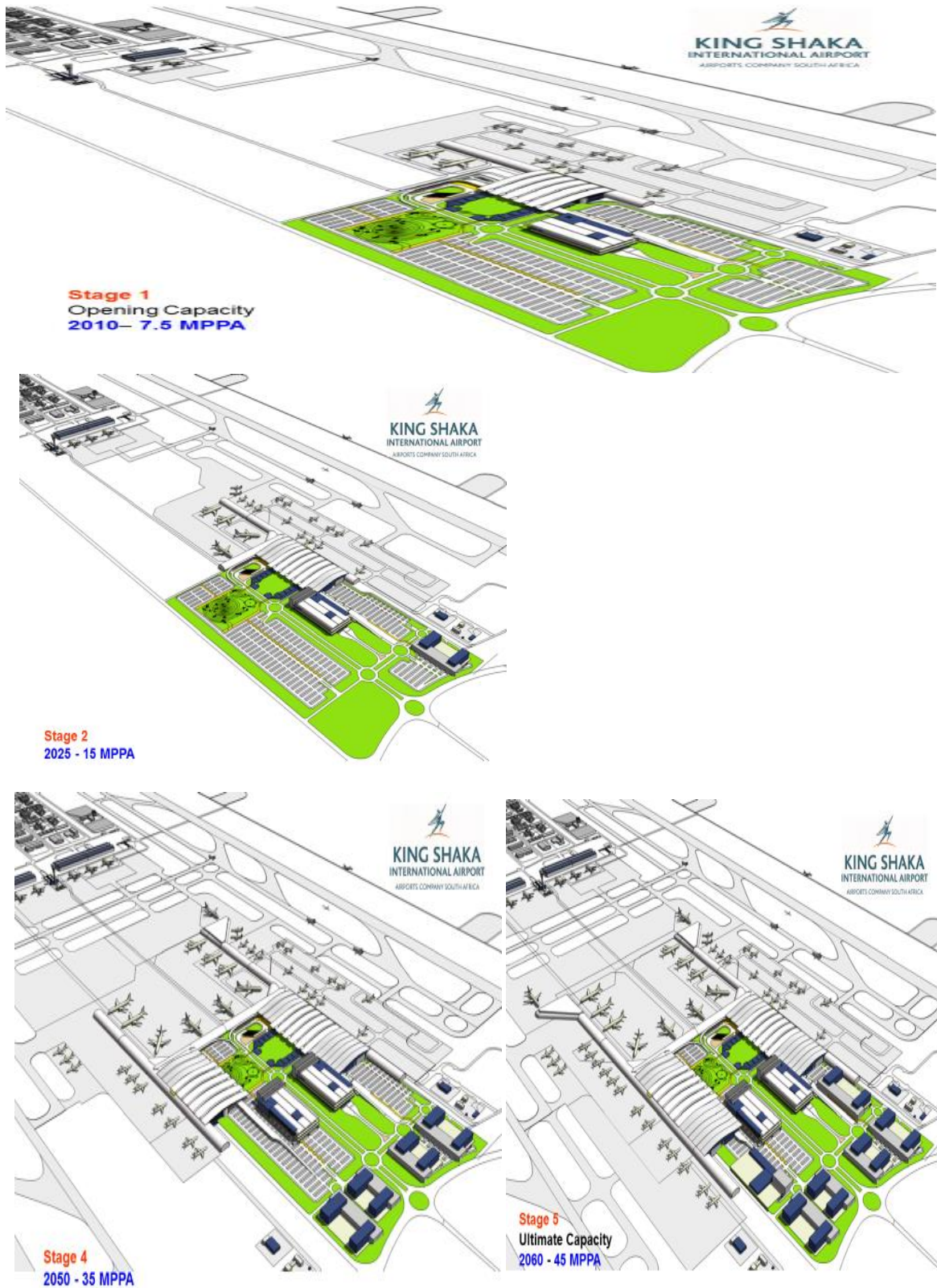


Figure 2.4: Stages in the development of KSIA from 2010 until 2060
Source: ACSA (2008)

As shown in Figure 2.4, KSIA has been opened with a passenger carrying capacity of 7.5 million per annum. As the tourism industry grows so too will the airport. Planned improvements and extensions from 2025 to 2050 will accommodate the increase in travellers from 15 million passengers per annum in 2025 to 35 million passengers per annum in 2050. Ultimately, in 2060, the airport will reach its capacity of 45 million passengers per annum (ACSA, 2008).

Table 2.1: Comparison of facilities between DIA and KSIA

Feature	Durban International Airport	King Shaka International Airport
Runway length	2,4 km	3,7km
Aircraft parking bays	24	34
Air bridges	0	12
Annual passenger capacity	4 400 000	7 500 000
Check in counters	52	75
Common use self-service kiosk (CUSS)	4	18
Passenger terminal building floor area	30 000m ²	103 000 m ²
Retail Space	2900 m ²	6500 m ²
Retail outlets	14	50
Public parking bays	2490	6500
Lift	11	25
Escalators	0	12
Car Rentals	8	10

Source: ACSA (2011)

Table 2.1 shows that King Shaka International Airport has enhanced features as compared to Durban International Airport (DIA). These physical changes support the growth of the airline sector and employees also benefitted from these upgrades as they were exposed to new facilities that were not available at the old airport. Significant changes include increase in the length of the runways. This increases the passenger capacity from 4, 4 million to 7.5 million per annum as larger aircraft can land at KSIA. The floor area of the passenger terminal has also

increased from 30 000 m² to 103 000m² to cope with higher carrying capacity and therefore facilitate a growth in KZN’s tourist numbers. There is also an increase in retail space from 2 900 m² to 6 500m² to increase the earning capacity of the airport and increase employment opportunities for the locals. British Airways-Comair Ltd, is one such airline that may have benefitted from the changes.

2.12 British Airways - Comair Ltd

According to Luke and Walters (2013), Comair Ltd is the oldest privately owned domestic airline operating since 1946 and broke records when the company achieved operating profits for 68 consecutive years. Although the airline started operating in 1946, they only entered mainstream domestic routes in 1992. The route network included services to Cape Town, Durban, Richards Bay, Skukuza, Manzini, Gaborone and Harare, with 200 departures per week.

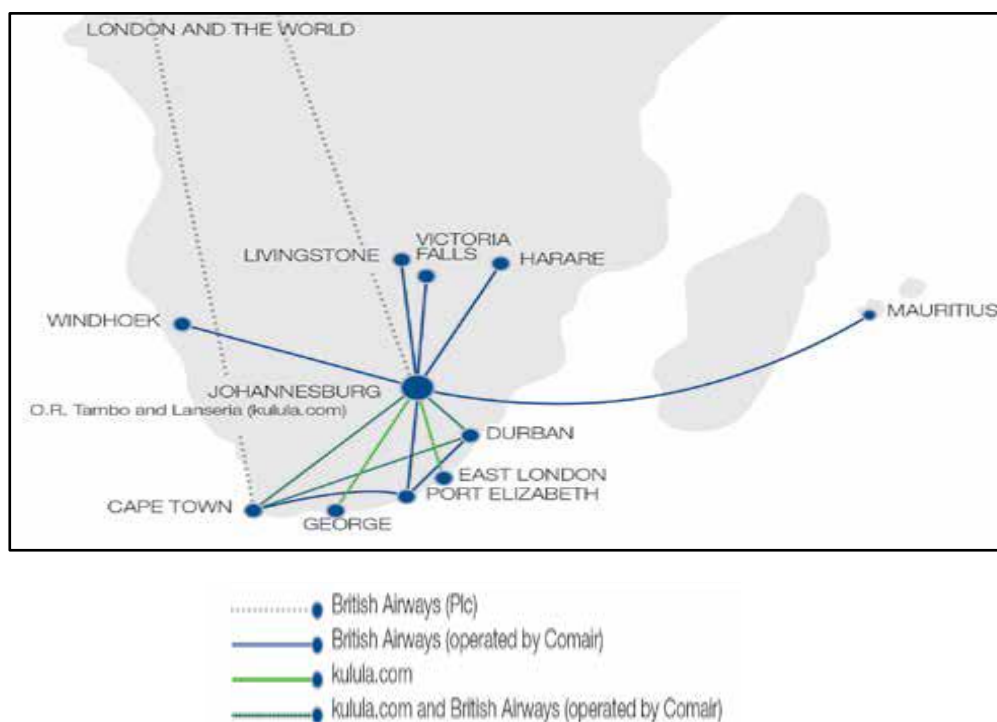


Figure 2.5: Routes that Comair Ltd operate

Source: Comair (2015)

The airline has since grown considerably as depicted in Figure 2.5. Currently, the airline offers routes between all major airports in South Africa, sub-Saharan Africa and the Indian Ocean Islands. The major airport in South Africa benefitted considerably from the success of this company which contributed significantly to the increase in passenger numbers into the airports of South Africa (Comair, 2015).

Comair Ltd has been listed on the Johannesburg Stock Exchange since 1998. Operating scheduled and non –scheduled airline services under two brands i.e. Kulula.Com and British Airways, the airline reported to have carried 5 050 873 passengers over 40 757 one way routes during the period 01 July 2012 to 30 June 2013. This was higher in comparison to the prior year, which was 4 795 733 passengers over 40 153 one way routes (Comair, 2013). In 2015, Comair Ltd operated 42 736 sectors (one way flights) and carried 5 140 599 passengers, as opposed to 43 246 sectors and 5 196 507 passengers in 2014 (Comair, 2015). In addition to operating airline services both within and beyond the borders of South Africa, the company also offers travel and holidays packages both locally and internationally. Comair Ltd has been expanding through acquisitions and partnerships to create other brands including Kulula holidays, Holiday Tours, GoTravel24, MTBeds and African Dream Holidays which specifically deal with marketing holiday packages. The company also provides its own on board catering services through Food Directions, which is another brand operated by the Comair group. In 2009, Comair Ltd also launched its awarding winning SLOW lounges, a joint venture with First National Bank. These lounges offer comfortable waiting areas at the Johannesburg, Cape Town and Durban airports (Comair, 2015).

Their fleet includes 7 Boeing 737-400's and 4 Boeing 737-800's owned by Comair Ltd and 3 Boeing 737-400's and 5 Boeing 737-800's leased from international leasing companies. In 2015, Comair recorded employing 2 073 employees across all brands. The workforce profile consists of 2 072 permanent employees and only 1 temporary employee with 64% of the total employees being female. Sixty percent of the employees are between 30-50 years old, 33% are younger than thirty years old and a small minority (7%) belong to the over fifty age group (Comair, 2015). These employees include air and ground crew, skilled and semi-skilled job profiles operating at all cities that Comair Ltd operates at. Comair Ltd also train their own staff including their pilots, cabin crew and ground staff at their own training centre boasting high tech facilities such as flight simulator training.

2.13 Conceptual framework for the study

This study is underpinned by the notion that a good quality of worklife (QWL) for employees will ensure a committed workforce and higher service quality (Al-Qutop et al., 2011; Bamber et al., 2009; Efraty and Sirgy et al., 1990; Kashani, 2012; Sinha, 2012; Sirgy et al., 2001; Lin and Wong, 2013). Therefore, in the context of this study, the Quality of Worklife (QWL) Model will be used as the conceptual framework for this research.

2.13.1 The Quality of Worklife Model

The Quality of Worklife (QWL) model was first noted in 1972 at an international labour relations conference in New York (Sinha, 2012). Kashani (2012) mentions that QWL was first introduced as a way of reducing work inefficiencies and monitoring employees' points of view by focusing on the influence of work on employee's well-being. Al-Qutop et al. (2011) defines QWL as a process by which an organisation responds to employees needs by developing a strategy which includes them in decision making to create a favourable environment for personal and career growth. This results in both employees and employers working in synergy towards a common goal. The objectives of the QWL model is high productivity, clear objectives, high levels of job satisfaction and commitment resulting from concepts such as incentives, training, growth and job security, worker participation, providing a safe working environment conducive to aiding work place efficiency (Efraty and Sirgy et al., 1990).

The QWL model identifies that the employee's success and organisational success is interdependent and QWL and general human well-being are interdependent (Al Qutop et al., 2011, Kashani, 2012, Sinha, 2012). Moreover, from a business perspective, QWL demonstrates that the nature of the work environment is directly related to employee satisfaction and work behaviour (Efraty and Sirgy et al., 1990). In an ideal world, employees who feel valued, contribute positively to the profitability and stable operations of the business. Understanding employees and their needs gives the employers an idea on where improvements can be made to alleviate negative impacts on the QWL of employees.

The quality of worklife of employees has a direct impact on an employer's bottom line through absenteeism, loyalty, staff turnover rates, productivity and health care costs which stems from low job satisfaction (Love et al., 1999). Furthermore, workers' perceptions of quality of work life are dependent on demographics and stage of family life amongst other factors already discussed. The more responsibilities one has, the more important it is to have a work life balance. Work experiences and outcomes can affect a person's quality of worklife both directly or indirectly through their impacts on family interactions, leisure activities and level of health and energy (Rice et al., 1985). Al-Qutop et al. (2011) further suggests that longer working hours or time away from family, result in professional burnout due to the high levels of stress resulting from work-life conflicts. This affects employee productivity and profitability.

In particular, a job transfer in the form of workplace relocation affects family life, which in turn, affects job performance. This may be more apparent with employees who have well established social networks within their communities. These employees are less willing to relocate and if they do relocate, they generally find it difficult to adjust and may lead to social support issues including losing social ties, moving away from family and friends and establishing new relationships. Stroh (1999) therefore believes that there is a relationship between stress and the employee's ability to adjust favourably to the relocation. Stressful and problematic relocations have an extremely or very negative effect on work performance (Geyer and Daly, 1998). Contributors to stress that affect adjustment to relocation include arranging for schools, buying and selling homes, change in living expenses and change in commuting distance (Vikola and Nikolaou, 2005). Al-Quptop's (2011) research found that companies who consider QWL of employees in their daily operation particularly during times of change such as relocation, have higher sales growth and profit margins. Therefore, it is important to nurture a more flexible, loyal, motivated workforce to positively impact on quality of work life to ensure the company's relocation is successful.

During relocation, employees experience some sort of change to their lifestyle. Introducing some practical measures to counteract the negativity of these changes may enhance QWL. Some measures include the provision of on-site child care, flexible work times, job rotation, company sponsored recreational time with family, off site team building opportunities. Also, flexible work arrangements may help with increasing productivity, job motivation and dedication. This helps individuals with a lot of personal commitments such as parents, people caring for the elderly or those who have high societal commitments and helps bring down stress levels caused by over committing oneself. However, clear boundaries need to be set between work and personal time. (Albertson et al., 2008; Sinha, 2012; Stroh, 1999). A company that promotes a family responsive culture increases employee commitment, alleviates stress and helps employees achieve a work-family balance. Employees may even not consider moving to another company if there is consideration given to families of employee during times of relocation. (Al Qutop et al., 2011, Kashani, 2012 and Sinha, 2012). Therefore, the provision of measures that enhance QWL may motivate employees to stay with the organisation even during relocation as QWL has become a bigger deciding factor than higher pay (Al Qutop et al., 2011, Kashani, 2012 and Sinha, 2012).

Commitments to the QWL model includes employee participation at all levels of decision making, building and maintaining a relationship of trust between the company and the employees, reinforcing a reward system that is fair and contingent on work performance. It is also important for organisations to be responsive to employee needs, creating a pleasant ambience at the workplace as well as adequately compensating employees for a job well done. If salary and benefits are sufficient to maintain a socially acceptable standard of living, stress is alleviated and employee's work performance will be enhanced. This will aid social integration at work creating an atmosphere of equality and mutual understanding. Having a reasonable workload not only allows time for social activities with the family but also helps with increasing employee job satisfaction and productivity. QWL model encourages a shared vision, common goals and a sense of belonging between the organisation and employee (Love et al., 1999; Al-Qutop et al., 2011; Efraty and Sirgy et al., 2001).

2.14 Conclusion

This literature review explored the concepts of airport relocation and the impacts thereof, particularly on airline employees. The nature of the tourism industry, more specifically, the airport and airline industry were highlighted showing that airlines needed to diversify and transform in order to remain competitive. Some airports and airlines used relocation as a means for transformation. The positive and negative impacts that relocation can pose on employees, were also discussed. The literature review also discussed the development and background to the KSIA and DIA extensively. The chapter concluded with the conceptual framework for the study which focused on the Quality of Worklife Model. The next chapter focuses on the research methods adopted in this study.

CHAPTER THREE RESEARCH METHODS

3.1. Introduction

The previous chapter provided a theoretical framework on the key themes related to this study which are business relocation and its impacts on employees. In this chapter, the research design adopted in this study will be discussed. In particular, an overview of the research instrument used to collect the primary data will be provided. Finally the section ends with an investigation into the limitations encountered with the research used. Choosing the most appropriate research design is not only important but also key to the success of the study. Welman, Kruger and Mitchell (2015) stated that design is described as a set of deliberately planned steps for the collection and analysis of data. This will be discussed in detail in this chapter.

3.2 The study setting

The King Shaka International Airport (KSIA) is part of the Dube Trade Port, located some 60 kilometres (km's) away from the old airport site (DIA) and 35 km's north of the Durban City Centre. This airport was constructed to serve as a catalyst for economic growth in KwaZulu-Natal and started operating on 1 May 2010 ahead of the 2010 FIFA World Cup which was based in South Africa. This new development replaced the pre-existing Durban International Airport. The airport is built on a 2 000 ha site, with a runway length of 3 700 m. This is adequate to allow most wide-bodied aircraft to land. This paved the way for larger aircraft to land bringing more passengers and foreign airlines.



Figure 3.1 Domestic and international routes operated from King Shaka International Airport

Source: <http://kingshakaairport.info/images/ksia-international-routes-map-min.svg>

<http://kingshakaairport.info/flights/domestic-routes.php>

Figure 3.1 shows the routes that airlines operate out of KSIA. The increase in size of the runways and the airport as a whole has also increased the number of routes that can be operated from Durban, bringing in more foreign travellers and creating more opportunities for outbound tourism. As the DIA was decommissioned, all stakeholders operating from the airport had to relocate if they wished to continue operating. In particular, the airlines who relocated included South African Airways, 1time Airlines, Interlink Airlines, Mango Airlines, SA Airlink, SA Express and Comair Ltd at the time.

Comair Ltd operated from DIA since 1992 (Comair, 2015) and had a staff complement of around 114 post relocation (Beattie, 2015). The operation and staff were relocated to the new airport in the hope of improved profitability due to improved infrastructure available. (Naidoo, 2013).

3.3. Research Design

A research design describes the method that the researcher believes is the most appropriate way to gather, analyse and use data that is relevant for the study. In this study, a positivist research approach was adopted. Welman et al. (2005) refers to the positivist approach as the quantitative

method that is used to ensure that the research is purely objective and the researcher remains independent of the research with no human interest. Additionally, using this approach limited the researcher only to the data that was received, measured and objectively interpreted from an outside perspective. This also allowed the researcher to focus on the facts and not opinions and feelings of the respondents (De Vaus, 2005). Welman et al. (2005) mentioned that the positivist approach is based on observable human behaviour and various tests can be carried out to assist the researcher from avoiding biased results. Therefore, the focus is more on reliability that is consistent and easily replicated.

The focus of this research was to gain an in-depth understanding on the perceptions of both managers and employees of Comair Ltd regarding the relocation of the KSIA. A case study method was adopted for this research in order to intensely analyse the study group who were the employees and managers of Comair Ltd and their experiences before, during and after the relocation of the airport. Case studies are a research method in which the researcher explores a single entity bound by time and activity, and collects detailed information to find answers to a particular research problem (O'Leary, 2004). Using the case study approach can assist the researcher with focusing research efforts in one location which sets specific parameters for the study. It also allows the researcher to get an in-depth understanding of all the variables in the study. Furthermore, O'Leary (2004) states that strategically, case studies build a strong relationship of trust with respondents. Using a case study research method assisted the researcher with understanding the uniqueness and complexity of the impacts of the airport relocation on the managers and employees at Comair Ltd. Also, Welman et al. (2005) states that case study research does not have to necessarily rely on human input, but can involve the use of information from documents, diaries and records. Extensive research based on the KSIA and DIA is presented in chapter two which assisted the researcher in understanding the positive and negative impacts of the airport relocation.

3.4 Population and sample

In this study, two populations were targeted. The first population group was the managers of Comair Ltd and the second group was the employees of Comair Ltd based at the King Shaka International Airport at Kwa-Zulu Natal. Both the groups were asked questions pertaining to the same themes and the answers received were compared to assess the level of understanding of the research problem between the two populations.

3.4.1 Population 1 - Managers at Comair Ltd

This sample included managers of Comair Ltd who are involved in ground operations at the King Shaka International Airport. Their main duty is ensuring that efficient service delivery is provided during arrivals and departures of flights to and from the airport. These managers were also employed at the Old Durban International Airport and were involved in moving the ground operation to the new King Shaka International Airport located at La Mercy. This population has direct contact with the lower level ground staff (population 2) and the higher level management before, during and after the relocation and therefore they were believed to have vital information to assist with the study.

A probability sampling method was used, where a census sample of all duty managers and supervisors working during the data collection period were targeted. The target sample comprised of 2 duty managers, and all 28 supervisors working on all shifts from all departments. The duty managers work on two different shifts (one per shift) and oversee the supervisors. Supervisors work per shift per department. The departments that they work at include ticket sales and reservations, check-in and departure/arrival gates. The total sample targeted was 30 managers and supervisors collectively. The total number of managers and supervisors who responded was 19, representing a response rate of 63%.

3.4.2. Data Collection

The sample was dependent on accessibility and availability of duty managers and supervisors of Comair Ltd within a specific time frame referred to as the data collection period which lasted from March 2015 to June 2015. The reason for the long time frame was that respondent were hesitant to complete the online questionnaire due to time constraints on their side. The researcher then undertook to drive the research by being present at the monthly staff meetings at Comair Ltd, in order to inform the potential respondents about the research. Also, as mentioned in chapter two, airline employees work irregular shift patterns (Bamber et al., 2009; Lin and Wong, 2013) so the researcher had to allow longer timeframes to ensure completion of data collection.

A structured questionnaire comprising of a series of open-ended and close-ended questions was sent, via email, to all duty managers and supervisors. The reason for using open-ended and close-ended questions was to eliminate the possibility of limited responses as asking only close-ended questions restricts the respondent to a particular response. The aim of this questionnaire

was to explore the perceptions of this sample and how they view the effects of relocation on staff working under their supervision. Key themes that were addressed with the managers and supervisors included sick leave patterns of employees, a comparison of employee numbers before and after relocation, a look at on the job performance, relocation incentive programmes provided, transport and arrangements, punctuality and attendance, and suggestions for improvement of quality of work life of employees.

3.5. Population 2- Employees at Comair Ltd

This population of the study consisted of employees of Comair Ltd, at KSIA. Their key functions are to ensure that all protocols are followed regarding arriving and departing flights. They are involved in the day to day running of the ground operations such as information, check-in and boarding and de-boarding of the arriving and departing flights. The targeted employees are specifically those who were employed at the Old Durban International Airport, and chose who to move with Comair Ltd to the new King Shaka International Airport.

3.5.1. Data Collection

A convenience sampling method was used for this population. The convenience sampling method involves randomly selecting the units of analysis who were easiest to obtain (Welman et al., 2005). This sample size was 144, and a total of 85 respondents completed the online questionnaire at their convenience. This presented a 59% response rate.

A structured online questionnaire was sent to respondents via e-mail and was completed within a stipulated timeframe which was between March 2015 and June 2015. During staff meetings, the researcher addressed the staff to inform them of the importance of this research and to reassure them their responses would remain anonymous. The structured, Internet-generated questionnaire was formulated on Google Documents and comprised of a series of open and close ended questions. Likert scales were used to measure the employee's attitudes regarding the impacts of the airport relocation on them. Rating scales were also used to assess situational behaviour of the respondents e.g. their level of stress experienced. Welman et al. (2005) indicated that these scales are extremely popular because they are easy to construct and are useful to assess attitudes of respondents. Multiple choice questions were also used as they are focused, brief and time-efficient. Open-ended questions were also included to give the respondents an opportunity to bring forth important information which might have been overlooked during formulation of the questionnaire.

3.6 Data analysis

The quantitative data attained from both questionnaires were analysed using the Statistical Package for the Social Science (SPSS). Quantitative data analysis was undertaken using descriptive and inferential statistics. Inferential statistics assisted the researcher to draw conclusions about the population while descriptive statistics provided a summary of the data obtained (Welman et al., 2005). According to Kothari (2004), quantitative data analysis are helpful because the results are easy to understand as quantifiable. The quantitative data in this study is presented in tables and graphs in chapter four.

3.7. Pretesting

Pilot tests for both populations were conducted in March 2015. Based on the responses received, the questionnaires were changed and re-phrased to ensure clear interpretation and adequate completion. The main purpose of the pilot test was to assess the understanding ability of the respondents in terms of the questions posed. According to Van Teijlingen and Hundley (2001), pilot studies are a mini version of a full study. It assists with pre-testing of an instrument such as a questionnaire and is a crucial part of a good study design. Conducting a pilot study does not guarantee success in the main study, but it does increase the likelihood as in the case of this study where misinterpretation of the study could be detrimental to the results of the study and deem it invalid.

3.8. Limitations / delimitations

Due to the busy and unpredictable nature of the airport environment, personal interviews and self-administered questionnaires could not be used. The researcher had to rely on e-mail as this seemed to be the most convenient and cost effective way to conduct the research. The researcher used Google Documents to send e-mail questionnaires and was dependant on the already collated and analysed data received by Google Documents. The researcher believes that if permission was received, face to face interview would have given the opportunity to re-phrase questions and probe for more information.

Although the study researched employees of Comair Ltd, perhaps future research on this topic should include other stakeholders operating from the King Shaka International Airport in order to compare aspects such as quality of work life and incentive packages for relocated employees. The findings of this research is limited to only one airline i.e. Comair Ltd. It is worth noting

that different airlines have different procedures and therefore the results of this study will be specific to Comair Ltd at King Shaka International Airport.

3.9. Validity

Welman et al. (2005) indicate that validity of research is the extent to which data is presently accurately. Some of the factors that may weaken validity of the study data can include poor samples, defective procedures and inaccurate measurements of data collection. Kumar (2011) agrees that the correctness and accuracy of the measuring instrument used may affect validity. Welman et al. (2005) refer to this as construct validity indicating that the instrument we choose to use to collect the data required must be suitably designed to effectively meet the objectives of the study. This study took into account the threats that may compromise its validity. The first section of the questionnaires used for this study ascertained whether the respondents were employed at the old DIA, and had relocated to the new KSIA. This was to ensure that the respondent formed part of the intended target population. Only employees who worked at the old airport and relocated to the new airport were allowed to answer the questionnaire, as including employees who did not experience the airport relocation may have impacted on the validity of the responses received. A pilot test was undertaken for the study which helped with evaluating the applicability of the questions in both questionnaires. Pilot studies can fix ambiguous and clarify issues in order to answer the research questions (Van Teijlingen and Hundley, 2001). After the pilot test was undertaken, some questions were re-phrased or adjusted to ensure that the respondents understand the questions efficiently. Furthermore, respondents were informed during their staff meetings about the intention of the study and were provided with assistance on how to complete the questionnaires.

3.10 Reliability

Reliability of a study can refer to the extent to which the study can be repeated and can produce identical results. Reliability is about consistency, certainty and credibility of results from a study (Welman et al., 2005). To ensure reliability in this study, questions in the questionnaire reflecting similar themes were asked to both the groups targeted. The study also employed statistical tests such as Cronbach alpha and Persons Chi Square test to assess the reliability of the measurement tools. Field (2013) asserts that Cronbach alpha and Persons chi square test are some of the most common measurement of scales to demonstrate for reliability. In addition, there was a brief explanation of both the purpose of the study and the content of the questionnaire by the researcher prior to sending the questionnaire via email. Questions asked

were directly derived from the objectives of the study. Questions were straightforward and easy to comprehend to cater for the different intellectual capacities of both the populations. The research instruments were pretested, thereby obtaining information that were valuable to ensure that the study could be easily replicated with the same results. Furthermore, the results were assessed by a statistician and the supervisor to ensure reliability. Reliability was also ensured by using the appropriate sampling techniques. In this case, a saturation sample of all employees and managers was selected. This sampling process is deemed appropriate in ensuring reliability of the study results.

3.11. Conclusion

In this section, the method used to obtain the data was discussed. This chapter showed the various approaches, sampling methods and data analysis techniques that were used to present the study's findings. Careful consideration was given to administration and design of the two separate questionnaires which helped the researcher obtain answers to the research questions and achieve the objectives of the study. The research into appropriate methodology assisted the researcher in obtaining valid and reliable results. This ensured that the results were objective and were not based on opinions and beliefs of the researcher. This chapter allows the reader to grasp an easier understanding of the following chapter which presents the data collected.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.1. Introduction

This chapter presents the results obtained from the questionnaires administered for the study. There were two questionnaires that were used as primary tools to collect data from employees and managers of Comair Ltd, based at the King Shaka International Airport (KSIA). The data collected from the respondents was analysed using the Statistical Package for Social Sciences (SPSS) Version 24.0. This chapter further presents the descriptive statistics in the form of graphs and tables for the data that was collected. Inferential statistics are presented in the form of correlations and chi square test values which are interpreted using the p-values. A detailed discussion of the data will form the major part of this chapter.

4.2 The sample

Table 4.1: The sample and response rates

Sample	Number of questionnaires administered	Number of responses obtained	Response rate
Managers	30	19	63%
Employees	144	85	59%

Table 4.1 presents the sample size and response rates from the managers and employees who work at Comair Ltd at KSIA. The study sample consisted of two population groups, which were managers and employees who work at Comair Ltd at KSIA. Population 1 consisted of 30 managers, of which all 30 were targeted and included in the sample. Nineteen managers responded representing a 63% response rate. Population 2 comprised of 144 employees of which all were included in the sample. Eighty five employees responded, representing a 59% response rate.

4.3 Biographical data of the respondents

This section summarises the biographical characteristics of both populations in the study.

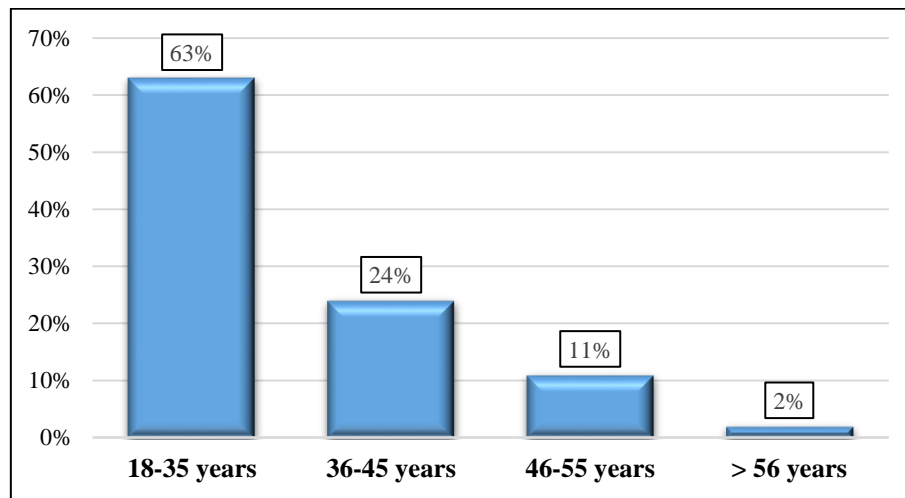


Figure 4.1: Age distribution of employees (n=85)

Figure 4.1 depicts the age distribution of employees. Majority (63%) of the respondents were younger than 36 years. Twenty-four percent were between the ages of 36-45 years old, 11% were between 46-55 years old and only 2% were above 56 years old. The data reveals that the employees at Comair Ltd are relatively young. This is possibly due to the nature of work in the airline industry which is characterised by rapidly rotating shifts, longer and non-regular working hours and lower to middle income earning capacity. This fast paced, non-routine lifestyle is suited to younger employees with low family commitments. Also, younger people view change as an opportunity for expanding their knowledge and expanding their portfolios. Older people may show resistance to relocation as family responsibilities generally increase with age.

From an organisational perspective, Al-Qutop (2011) mentioned that hiring younger employees is beneficial to the company as they are more likely to integrate their personal goals and values with those of the organisation. Older people may show some resistance due to more experience and may integrate the goals of the organisation if there is an added benefit to them.

Table 4.2: Marital status of employees (n=85)

Marital Status	Percentage
Single	52
Married	48
Total	100

Table 4.2 shows the marital status of the employees. The data reveals that 54% of the employees are single and 46% are married. As young employees move to other stages of their family life such as marriage and children, they see the irregular work patterns, lower wage and rapidly rotating shift as a reason for not staying in the industry due to conflicting family commitments. In this study, marital status did not have a significant bearing on the decision to relocate their jobs. This may be attributed to the fact that this is a short distance relocation where employees had the option of not changing their residence. In other long distance relocations which involves relocation to another geographical area and moving residence, marital status may be critical in the decision making process due to the spouse's attitude towards the relocation. These attitudes are based on factors such as stage in spouse's career, earning potential and willingness to relocate (Eby et al., 1997). Furthermore, younger single employees are more inclined to relocate as their responsibilities may be less than their married counterparts.

Table 4.3: Family stage of employees (n=85)

Family Stage	Percentage
Single	38
Single parent	14
Married	15
Married with children	33
Total	100

Table 4.3 presents the family stage of employees at Comair Ltd. There are 38% single employees and 33% of employees are married with children. Collectively, 47% of the employees are parents. Munton (1989), indicated that job relocation is more stressful with family, particularly those with children.

4.4 Current employment status

Table 4.4: Length of employment service of employees at Durban International Airport (n=85)

Number of years employed	Old Durban International Airport (DIA)- Percentage
1-5 years	74
6-10 years	23
More than 10 years	3
Total	100

Table 4.4 shows the length of employment service of employees who worked at the old DIA. Majority (74%) of the respondents worked at the old DIA between one to five years and 23% have worked at DIA for 6 to 10 years. The results also show that only 3% of the population has worked at the old DIA for a long period of more than 10 years. Generally, airlines have a high staff turnover rate due to external and internal factors such as competitive market environments and undesirable working conditions. The length of service may be attributed to the age group of the employees. The airline industry is very attractive to the younger age groups due to the irregular working hours etc. As employees get older, they may leave due to family commitments that is gained as one gets older.

Table 4.5: Current type of employment (n=85)

Type of employment	Frequency	Percentage
Permanent	83	98
Contract	2	2
Total	85	100

According to Table 4.5, almost all the employees (98%) are employed on a permanent basis at Comair Ltd. In order to curb the high turnover rates, airlines may try to boost commitment levels. One of the ways to boost commitment levels and promote organisational citizenship behaviour may be to offer permanent employment (Bamber et al., 2009; Kaufman, 2013). This will have a direct impact on the quality of worklife (QWL) experienced by the employees as

permanent employment is linked to increased benefits which may include paid annual leave, staff travel discounts and recreational activities that is subsidized by the organisation and travel allowance and may be used to promote staff well-being (Lin et al., 2013). The results show that the company is endeavouring to promote loyalty by providing permanent employment. Companies who strategize to encourage staff loyalty may not lose staff during relocation (Stroh 1999). Al-Quptop's (2011) research found that companies who consider QWL of employees in their daily operation, have higher sales growth and profit margins. It can, therefore, be said that it is important to nurture a more loyal workforce to motivate commitment and thus the company will also be able to reduce training costs because of the retention level of staff who are already trained.

Table 4.6: Employee retention after relocation (n=19)

Responses	Loss of key employees due to the relocation	Replacement of lost employees after the relocation	Additional staff required after the relocation	Retrenchment of staff due to relocation
Yes	84%	84%	95%	0
No	16%	16%	5%	100%
Total	100%	100%	100%	100%

Table 4.6 presents the responses from managers of Comair Ltd regarding the change in staffing due to the relocation from DIA to KSIA. These managers worked at the old DIA and have relocated their jobs to the new KSIA. A small number of managers (16%) confirmed that they did not lose any staff members due to the relocation. For the 84% who had lost employees, all of the respondents indicated that the lost staff had been replaced by new staff members. All managers further indicated that no employees were retrenched due to the relocation and 95% of the respondents indicated that they actually required additional staff because of the increase in size of the new operation at KSIA.

4.5 Perceptions on the airport relocation

This section focuses on the analysis of data on the employee's and manager's perceptions towards the relocation. This includes employees who have relocated their residence to accommodate workplace relocation.

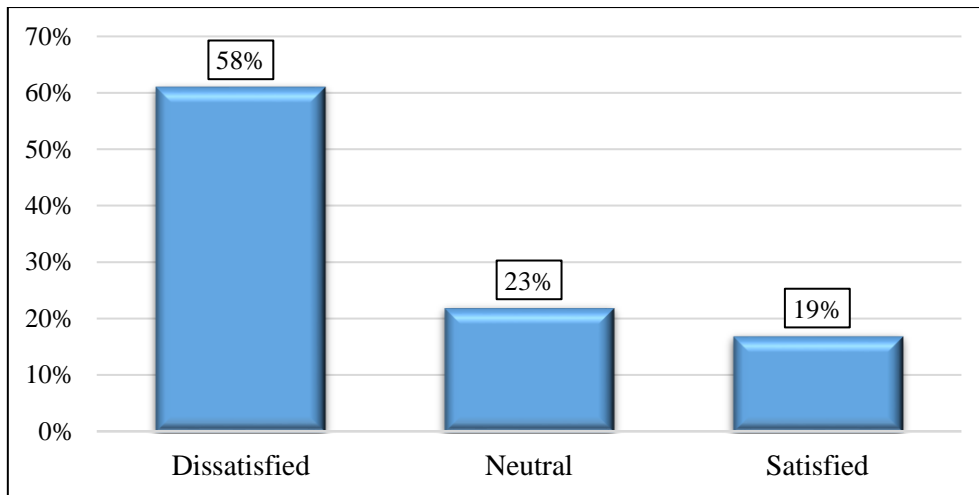


Figure 4.2: Employee satisfaction with the relocation of the airport (n=85)

Figure 4.2 represents the level of satisfaction with the relocation of the airport experienced by employees. Overall, 58% of the respondents maintain that they were dissatisfied with the relocation of the airport. Twenty-three percent remained neutral, while only 19% were satisfied with the move. There are various factors that contribute to the satisfaction levels which will be highlighted in the sections that follow. Most importantly, the factors that influenced willingness to relocate, the benefits of the relocation on the employees and the problems experienced with the airport relocation were the major contributing factors towards satisfaction levels.

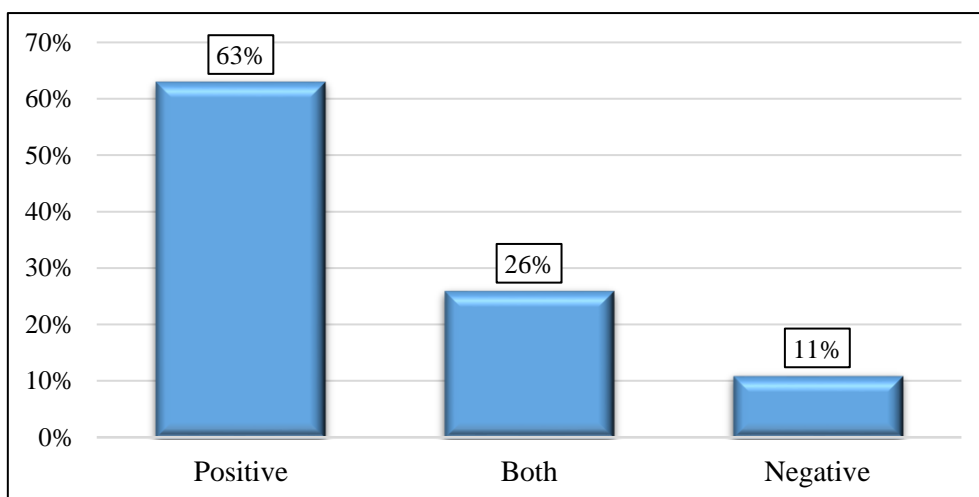


Figure 4.3: Manager's perception of relocation based on employee's job performance (n=19)

Figure 4.3 depicts the manager’s perception of the relocation based on the employee’s work performance. In contrast to Figure 4.2, Figure 4.3 shows that 63% of the managers perceive the relocation to be more positive than negative based on the employee’s job performance levels. While the majority of employees (58%) indicated their dissatisfaction with the relocation, as shown in Figure 4.2, they have been performing better at their job at the new location. Furthermore, based on the employee’s job performance, 26% of the managers implied that there were both positive and negative perceptions of the relocation and only 11% displayed negative perceptions about the relocation. This means that the managers believe that the relocation had a positive impact on the job performance of the employees.

Table 4.7: Factors affecting willingness to relocate employment to KSIA (n=85)

Factors that influenced willingness to relocate job	Percentage
Passion for my job	62
Unable to find alternate employment	59
Loyalty to Comair Ltd	49
Pension and other benefits	35
Improved Salary	11
No other job options	8
Employer assistance with relocation	4
Closer to home	2

(Multiple responses were permitted)

Table 4.7 highlights the factors that affected the willingness of employees to relocate their job due to workplace relocation. Majority (62%) of the respondents were passionate about their job and were therefore willing to relocate to the new airport. Passion for one’s job can be characterised by employees who are motivated and driven to produce results that are parallel to the goals of the company (Dugan and Elibero, 1994). This has a direct impact on loyalty towards the company, as 49% of the employees indicated that they were willing to relocate as they were loyal to Comair Ltd. Loyal employees will support a company through change whether the change brings an opportunity for personal gain or not (Kaufman,2013). The loyalty level at Comair Ltd can be attributed to Comair Ltd offering permanent employment which is very difficult to secure due to the volatile nature of the tourism industry. Results from Kaufman’s (2013) study shows that building and maintaining a loyal and passionate workforce,

particularly in the service industry can pose a huge benefit on the company. Bamber et al. (2009) believes that happy employees translate to higher profits for the company.

Fifty-nine percent of employees relocated to the new KSIA because they claimed that they were unable to find alternate employment. The tourism industry is seasonal and many tourism companies cannot guarantee employment during the low season. This leads to a lot of uncertainty regarding income and employment. Bamber et al. (2009) highlighted that in the years between 2000 and 2005, various airlines experienced difficulty in offering secure employment opportunities due to adverse business conditions such as war, terrorism, deregulation, etc. As airlines strived to survive the pressures of the global environments strategies implemented were not in favour of employees. This included the use of more part time workers, increased hours of work, lower salaries, and little or no employment benefits, as airlines were trying to remain competitive (Johnson and Anderson, 2007). With Comair Ltd offering permanent employment, the employees are certain that they will get a salary even during the low seasons. Therefore, employees may find that securing employment elsewhere within the industry might be challenging.

Pension and other employment benefits were also influencing factors regarding willingness to relocate. Thirty-five percent of the respondents stayed with Comair Ltd due to their pension and other benefits. Airlines may endeavour to decrease turnover rates by offering benefits such as pension, medical aid, extended leave, etc. to make up for the low wages and irregular working hours. Kaufman (2013) indicated that offering other benefits to the Delta Airlines employees pushed employee commitment levels up. Lin, Wong and Ho (2013) indicated that the employees in their study complained of rapidly rotating shifts and insufficient time with their family, therefore, offering good benefit packages can increase commitment levels and motivate staff to increase service quality levels. Some benefits include paid annual leave, staff travel discounts and recreational activities that is subsidized by the organisation, travel allowance. These benefits are considered to promote staff well-being.

A fairly small percentage of respondents indicated that their willingness to relocate was due to no other job options (8%), improved salary (11%), employer assistance with relocation (4%) and being closer to home (2%).

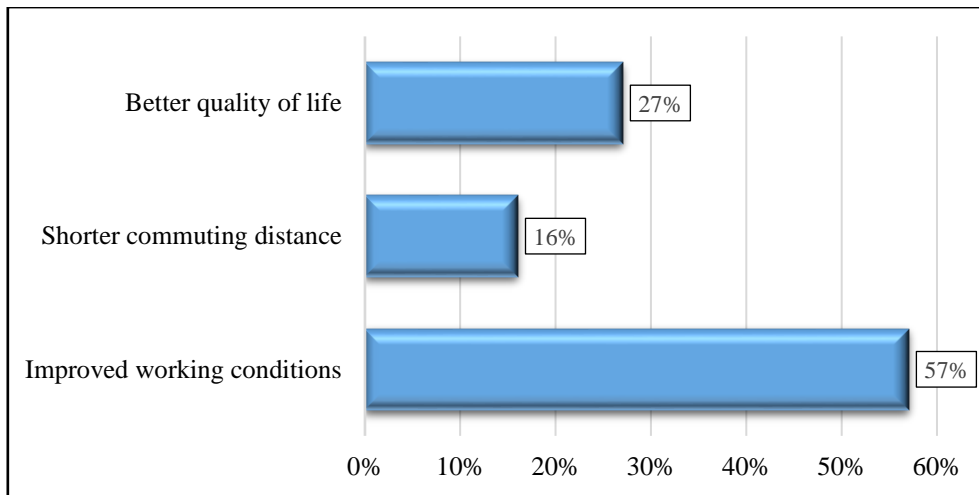


Figure 4.4: Benefits of the airport relocation (n=85)

Figure 4.4 depicts the major benefits of the airport relocation for employees. Despite the high levels of dissatisfaction with the relocation, the respondents identified some benefits of the relocation. The most substantial benefit, as indicated by majority (57%), was the improvement in working conditions at the new KSIA. The new airport is well equipped with world class facilities such as longer runways, air bridges and high tech navigational equipment compared to the old DIA. This increases efficiency and makes work easier due to the use of new technologies (Van Turenhout, 2012; Young, 2011). This was not possible at the DIA as the airport had reached its carrying capacity and there was no room for further growth. Improved working conditions can improve staff morale and improve efficiency during service delivery. KSIA provides room for growth as market needs change. This facilitates the growth of other companies operating from KSIA which directly impacts positively on employees. As shown in Figures 2.4 in Chapter two, KSIA has planned expansions up until 2060, where the number of passengers using the airport is expected to rise to 35 million passengers per annum.

Twenty-seven percent of employees believed that the relocation of the airport and the associated relocation of workplace had improved their quality of worklife. The relocation to larger premises with upgraded and improved facilities may boost staff morale due to the excitement of a new workplace (Stroh, 1999). Furthermore, some employees may have attended training to upskill themselves due to new job descriptions at the new airport as shown in Table 4.14. The opportunity for career progression also boosts employee morale and QWL (Stroh, 1999; Love et al., 1999). Incentives and assistance offered by the company such as travel allowances, increase in salary, change in shift patterns, etc. may impact on the QWL

experienced. If these are in favour of the employees, then a higher QWL is experienced (Lambert, 2000; Bergels and DaRocha, 2002; Lin et al., 2013). Only 16% of the respondents indicated that shorter commutes to and from work was a benefit of the KSIA relocation. This probably applies to the 16% of the employees who reside in the areas closer to KSIA.

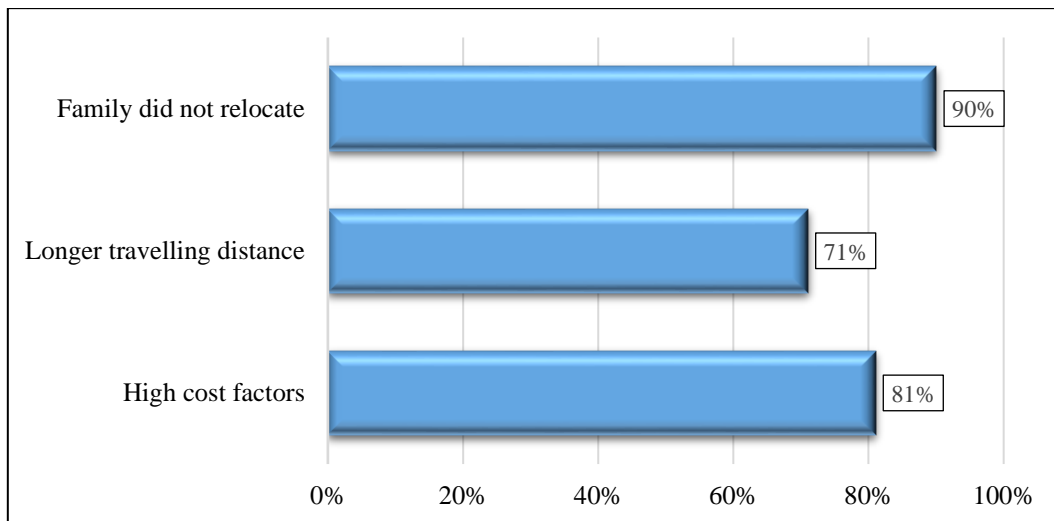


Figure 4.5: Reasons for dissatisfaction with the relocation of airport (n=85)

(Multiple responses were permitted)

Figure 4.5 shows the reasons for employee dissatisfaction with the relocation of the old DIA. The main reason mentioned by 90% of the employees, was that their families did not relocate with them. This is applicable to respondents who relocated their residence and may have left their families behind at the old place of residence. Typically, with short distance relocation, where the relocation occurs within the same geographical region, employees may choose to commute rather than relocate their residence (Rothe, Sarasoja and Heywood, 2015). As a large number of the respondents were married with children, relocating their residence may pose additional challenges such as sourcing suitable accommodation and amenities to cater for the needs of their family. With tourism already being a low paying industry, the employees may not afford the cost associated with relocating the entire family. In order to minimise the disruptions on family members, the employees may therefore choose to rather commute between their residence and KSIA.

Longer commuting distance was also mentioned by 71% of the respondents in terms of dissatisfaction, as the majority of the respondents reside on the south and central areas of Durban. KSIA is located 35km from Durban central and the southern areas are further away.

The impact of the airport relocation on commuting and its impact on quality of life of employees, is discussed further in section 4.6.1.

Eighty-one percent of the employees stated that high cost factors were their reason for their dissatisfaction with the airport relocation. These high cost factors were largely due to increased travelling and living costs. A study conducted by PWC (2008) yielded similar results where major concerns prior to the business relocation also revolved around lifestyle, transport and costs. In the study by PWC (2008), 32% of the employees at Comair Ltd were worried about increased transport costs and 30% were concerned about the increased travel time. These were already anticipated two years prior to the relocation. It is evident from this study that these concerns amongst employees remains.

4.6 The extent to which the relocation of the airport has impacted on the quality of life of Comair Ltd employees.

This section will present the results of the data dealing specifically with quality of life of employees who relocated their jobs. Some of the data also presents impacts on employees who relocated their residence in order to accommodate the new location of their job.

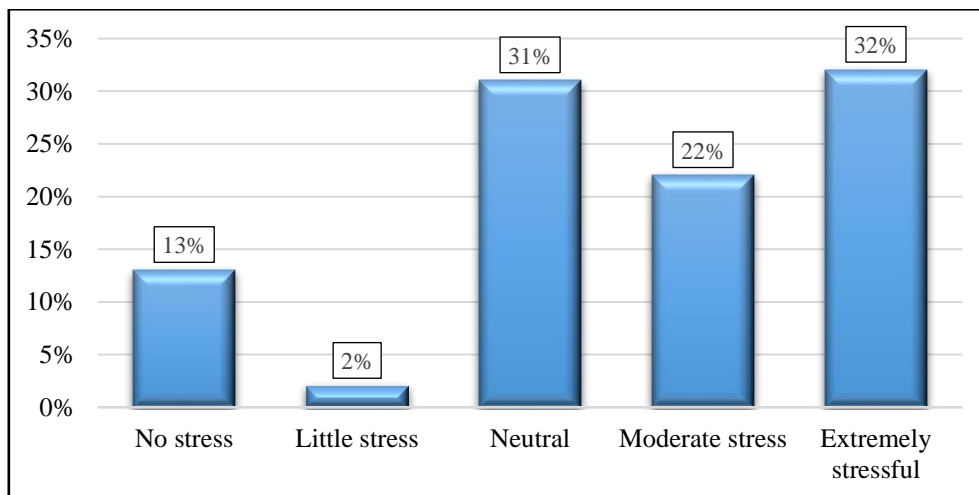


Figure 4.6: Level of stress experienced due to relocation (n=85)

Figure 4.6 illustrates the level of stress experienced by the employees due to the relocation. More than half (54%) of the employees collectively experienced moderate to extreme stress levels due to the airport relocation (χ^2 p-value = 0.000). Thirty-one percent of the employees remained neutral in their responses and 15% collectively experienced little or no stress due to the airport relocation. High stress levels impact negatively on QWL which cascades onto other aspects of the employee's life such as family and leisure activities. It is important to unpack the reasons why more than half of the employees experienced such high levels of stress. The study showed that commuting and high cost factors associated with commuting and residential relocation is the greatest contributor to stress to the employees. These stress levels can be associated with whether or not the family are relocating with the employees. This study showed that families were affected whether or not they relocated their residence. Those who relocated their residence had to deal with the stress of finding new suitable accommodation for the family. Those who didn't relocate may spend time commuting meaning less time for family. These add to stress levels as Eby et al. (2002) indicated. Employees who are married will have to consider the careers of their spouse and lives of family members before they decide to relocate (Eby et al., 2002).

Table 4.8: Impacts of the airport relocation on the quality of worklife (QWL) of employees and managers (n=104)

Positive impacts	%	Negative impacts	%
Improved working environment	65	Longer commuting distance means more time away from loved ones	5
Once the initial stress is alleviated, the impacts are more positive	5	Initially negative due to the stress	5
Jobs with benefits are hard to find	5	Negative impact on family life	5
Service delivery is of a high quality	5	Staff morale is a concern	5

(χ^2 p-value = 0.004)

Table 4.8 explores the positive and negative impacts on QWL of employees and managers who relocated their jobs due to the relocation of DIA. These issues provide critical insight on the factors that may have caused the high stress levels amongst these employees. The study found that there were more positive impacts on QWL than negative impacts. Sixty-five percent of the employees and managers were impressed with the new working environment at Comair Ltd at KSIA. The improved facilities provided the employees a platform to perform better at their jobs. Airlines were able to achieve higher efficiencies by implementing new cost effective procedures due to the new technology that was introduced due to the relocation (Commuter/Regional News, 1999). This leads to a sense of achievement and pride towards their jobs. KSIA has a number of new features that improves the ability to deliver high quality service. These new features were highlighted in Chapter 2, Table 2.1 and will be discussed further here.

This study confirmed that the majority of the stress experienced by employees who relocated occurred directly after the relocation of the airport. However, as the employees settled in the workplace, the levels of stress were gradually alleviated. These results are consistent with that of Vakola and Nikolaou (2005), who also found that once employees settle in, the amount of stress experienced with work relocation dissipates. There are two types of stress experienced during relocation, namely operational stress and emotional stress. Operational stress is due to the new job in a new location and all the respondents in this study experienced some sort of this stress due to new job expectations, new relationships, new settings and different rules. Until the newness wears off, this kind of stress is unavoidable and adjustments become necessary in order to alleviate stress. With time, this stress lessens. It is evident from the findings of this study that the majority of the employees experienced this type of stress because they have indicated that they are satisfied with the relocation as a whole, except for a few issues that can be rectified over time, such as provision of accommodation and transport for the employees. The second type of stress is emotional stress resulting from daily family related demands which is far less predictable and is likely to last longer and may place a continual strain on the relocated employee. The employees who are married and have additional family commitments are particularly affected by this type of stress. In order to reduce or cope with this stress and assist with smooth transition, an employer must take into account the level of stress experienced as this affects job satisfaction and service delivery (Sirgy, Efraty, Siegel and Jin-Lee, 2001).

Although only 20% of employees experienced negative impacts on QWL due to the airport relocation, the contributing factors towards the negative impacts on employee's QWL cannot be ignored as the chi-square test (χ^2 p-value = 0.004) indicated that there was significant relationships around the QWL and stress related to family life and commuting. It is now apparent that the major contributing factors towards the high levels of stress is longer commuting and issues that affect family life. These issues include time away from family due to increased commuting distance and concerns about how the family will settle in once they have relocated their residence which negatively impacts on employee morale and QWL. For example, Munton and Forster (1989) maintained that the stage in the family life cycle is an important factor that impacts on willingness to relocate. If the family has children who require school, the stress level is higher.

4.6.1 Residential location and commuting

This section aims to establish the commuting patterns of the employees who relocated their jobs to the new KSIA. This applied to respondents who relocated their residence and those who didn't. Commuting was identified as a major reason for dissatisfaction with the airport relocation for those who did not relocate their residence. One of the major reasons that commuting was of such importance is due to the geographical location of employee's residences.

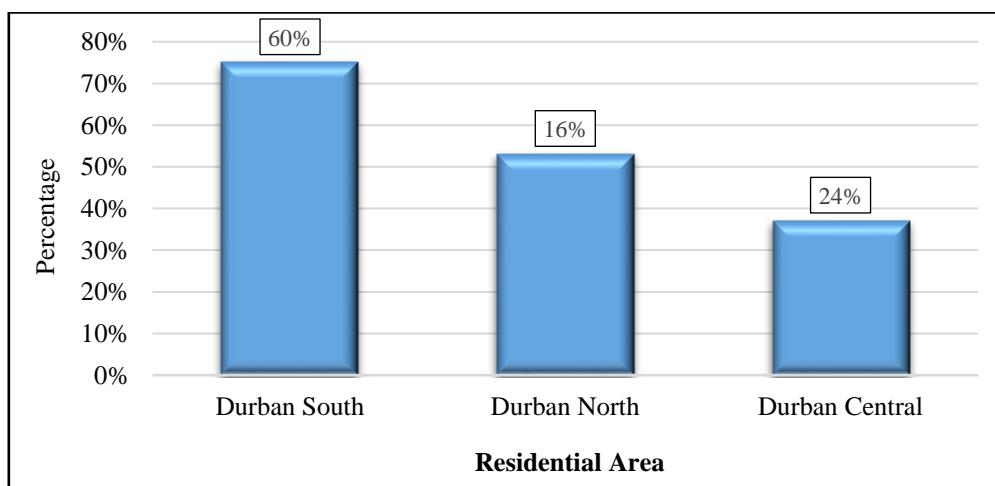


Figure 4.7: Current residential location of employees (n=85)

Figure 4.7 depicts the data on the current area of residence of employees who relocated their jobs to the new KSIA. The majority (60%) of the employees at Comair Ltd still reside in the areas south of Durban while 16% of the employees reside in the northern areas and 24% of the

employees reside in Durban central. Due to the old DIA being located in Isipingo, an area south of the city, majority of the employees lived closer to work. The data indicates that the majority of employees still reside in this area and commute to and from KSIA. The relocation of the airport to LaMercy increased the commuting distance for 84% of the employees as the new airport is approximately 30km's away from DIA. This can be attributed to the airline industry offering lower wage as Zenou (2005) indicates; that the cost of relocation is high and therefore airline employees may not afford to relocate their residence. Commuting distance is increased and the cost of commuting has increased. The increase of commuting distance over and above the irregular working hours were undesirable and impacted negatively on QWL. This also put a strain on finances as extra money would have to be budgeted for the increase in travelling distance and payment of caregivers and helpers to assist with chores and child care due to the extra time away from home.

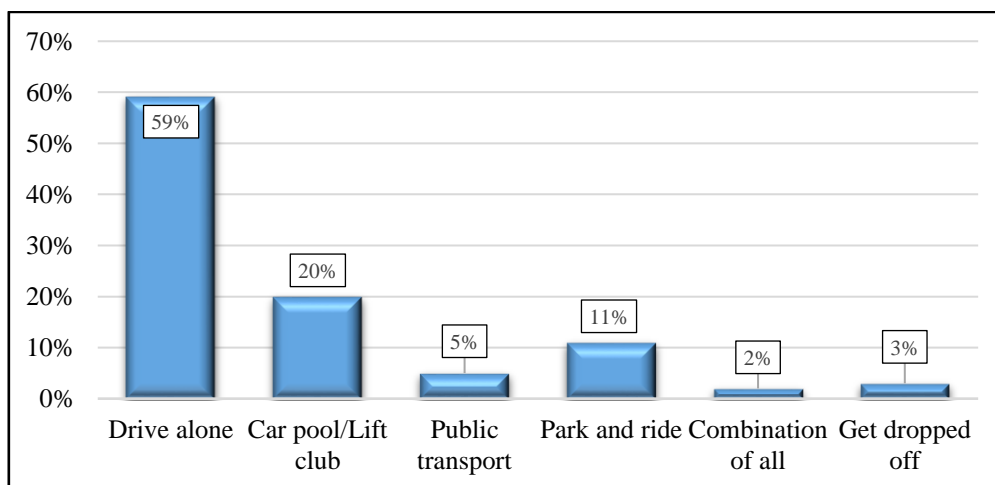


Figure 4.8: Modes of transport used by employees for commuting to and from KSIA (n=85)

Figure 4.8 indicates the various modes of transport currently used by the employees. More than half of the respondents (59%) drive alone, while 20% of the employees travel with other people or co-workers in the form of car pools or lift clubs. Eleven percent of the respondents use a park and ride facility (11%) and only 2% of employees indicated that they use a combination of transport modes depending on their shifts. Three percent of the employees get dropped off and picked up. The method of commuting determines the amount of money that an employee spends on travelling to and from work. If one travels alone, as majority (59%) of the respondents in this study do, the cost is usually higher. Further to this, employees work irregular shifts and may not be able to share travelling expenses by car pooling due to the fact

that colleagues who live in the same area may be working at different shift times. This may lead to higher stress levels as the high cost factors and longer travelling distance impacts on overall quality of life.

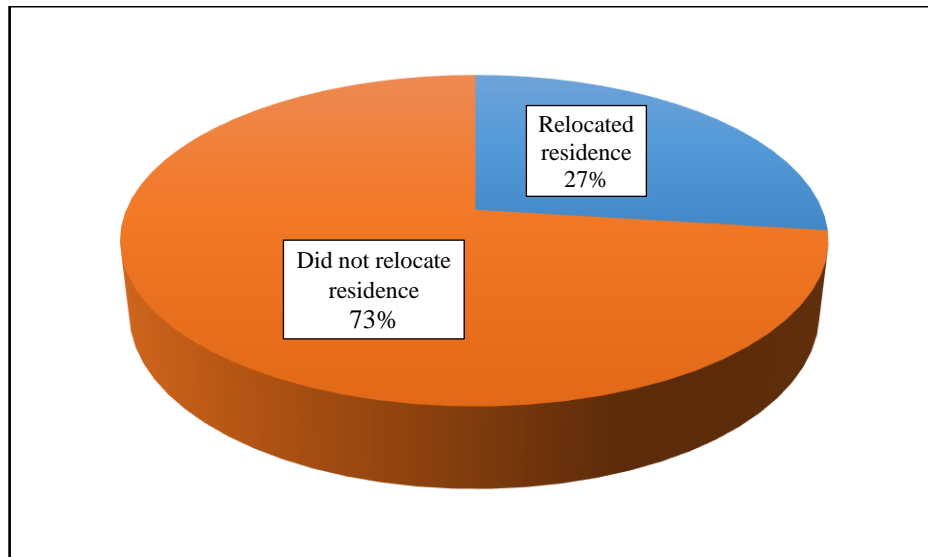


Figure 4.9: Number of employees who relocated their residence due to the relocation (n=85)

Figure 4.9 illustrates the number of employees who relocated their residence due to the airport relocation. Only 27% of the respondents relocated their residence to accommodate the job relocation and retain their jobs at Comair Ltd. The majority indicated that they are still residing in the same area as they did prior to the relocation. In order to limit disruptions to the lifestyle of family members, the employees choose to rather commute the distance, as seen in this study. Clarke and Burton (1980) indicated that most people opt to live closer to work. However, quality of life is taking precedents and employees are opting for residential relocation only if it has a positive impact on quality of life (Rothe et al., 2015).

Furthermore, with a reputation for lower salaries (Kaufman, 2013), the airline employees may be unable to find affordable accommodation in the northern suburbs which is associated with higher property prices and higher cost of living (Van Turenhout, 2012). This is consistent with results from a study conducted by Champion-Hughes (2001) who indicated that the job relocation may prevent some employees from meeting their personal commitments due to increased time spent commuting to and from work. Of the 27% of employees that relocated their residence due to the airport relocation, all (100%) were permanent employees. This can

be attributed to stability of work environment. As it is difficult to find permanent work in the tourism sector (Bamber et al., 2009), the employees felt secure to commit to a new residence and new lifestyle. Permanent work in the airline industry is often associated with additional benefits such as paid annual leave, staff travel discounts and recreational activities that is subsidized by the organisation and travel allowances. These types of perks promote QWL and may have motivated employees to relocate their residence.

Table 4.9: Characteristics of employees who relocated their residence due to the airport relocation (n=23)

Characteristics	Percentage			
Years of service	Less than 1 year	1-5 years	6-10 years	11-15 years
	4%	17%	70%	9%
Age of employees	18-25 years	26-35 years	36-45 years	46-55 years
	9%	57%	30%	4%
Marital status	Single		Married	
	48%		52%	
Family stage	Single	Single parent	Married	Married with children
	26%	22%	4%	48%

Table 4.9 depicts the characteristics of employees who relocated in terms of the following attributes: years of service at Comair Ltd, age of employees, marital status of employees and family stage. The results reveal that 70% of those who relocated their residence had worked for Comair Ltd for between 6 to 10 years. Stroh (1999) indicated that employees who have worked for a longer period may stay with the company during relocation due to pensions and benefits.

The current study shows that there is a significant relationship between length of service and residential relocation. (χ^2 p-value = 0.001). This means that employees who worked for the company for up to ten years, were willing to relocate their residence to be closer to work and alleviate long term high costs associated with commuting. The longer the employees worked, the more loyal they are. The data in Table 4.4 shows that majority of the employees worked for Comair Ltd for 1-5 years and due to the loyalty levels shown by supporting Comair Ltd during the relocation, these employees are likely to extend their length of service.

In terms of the age distribution of employees who relocated their residence to accommodate their job relocation, the results indicate that 57% of these employees were between the ages of 26-35 years old and 30% were between 36-45 years old. Collectively, this shows that 87% of the population who relocated their residence were between 26-45 years old. These results distinctly show that younger employees are more likely to relocate their residence. Younger employees often place emphasis on career progression and gaining new, broader perspectives of how the company operates. Relocation also presents opportunities for additional training and upskilling which will add to the career profile of such employees. These are substantial benefits to younger employees and, therefore, these employees will support the company during the change. This evidence is consistent with findings by Love et al. (1999) and Stroh (1999). Furthermore, this supports findings by Stroh (1999) that older workers are less willing to relocate unless they have lucrative provident or pension funds. However, the study found that age is not a primary factor that influences willingness to relocate as other factors are more persuading.

With regards to the marital status of employees who relocated their residence to accommodate their job relocation, the study showed that marital status had no significant bearing (χ^2 p-value = 0.304) on whether or not the employees would choose to relocate their residence. The difference was not substantial as 48% were single and 52% was married. Eby, Dematteo and Russel (1997) state that although there is an increasing willingness to relocate, major concerns during the relocation process revolve around spouse and families. Due to this factor, many employees may choose not to relocate their residence due to the repercussions on families (Eby et al., 1997).

The data indicates that 48% of the employees who relocated were married with children. This can be linked to the age distribution where the majority of the employees were younger than 45 years old. These are young families who may find it easier to settle in at a new location. Furthermore, the prospects for career advancement might be lucrative for a young growing family. Twenty-six percent were single and 22% were single with responsibilities. These results show that there was no significant relationship (χ^2 p-value = 0.192) between the decision to relocate and stage in family life cycle. Other studies show similar results such as Eby et al., (1997) who found that stage in family life cycle may not be a key deciding factor if there is enough assistance and incentives to motivate the relocation. This can be attributed to the fact

that this is a short distance relocation where commuting is an option. These factors are more persuading when one does long distance geographical moves (Eby and Russel, 2000).

Table 4.10: Family life characteristics of those who relocated their residence (n=23)

Question	Yes	No
Do you have a spouse?	65%	35%
Did your family move with you?	56%	44%
Do you have children?	61%	39%
Did you require schools for children? (n=14)	57%	43%
Are you satisfied with the schools? (n=8)	12%	88%

Table 4.10 presents a family profile of those employees that relocated their residence due to the airport relocation. Only 27% of the employees relocated their residence due to the airport relocation (Figure 4.7). These respondents were asked a series of questions to determine their family characteristics. The results indicate that 65% of these employees had spouses and 61% have children. Just over half (56%) of them had their families relocate with them and 57% of these employees required schools for their children. Of those that required new schools, 88% were not satisfied with the schools that they had found for their children. This dissatisfaction with schools may be attributed to the employees and their children being hesitant to adjust to the new lifestyle and may wish to go back to their old homes. Also, the initial stress may have contributed to the dissatisfaction levels which may dissipate as they settle in as shown in Vakola and Nikolaou's (2005) study. With only 27% of the respondents relocating their residence, this shows reluctance to relocate. However, those who did relocate, chose to do so with their families regardless of the concerns about schooling. The results are consistent with Eby et al. (1997), who indicated that there is a growing reluctance to relocate due to family life becoming a priority. If relocation is favoured then families are included in the relocation.

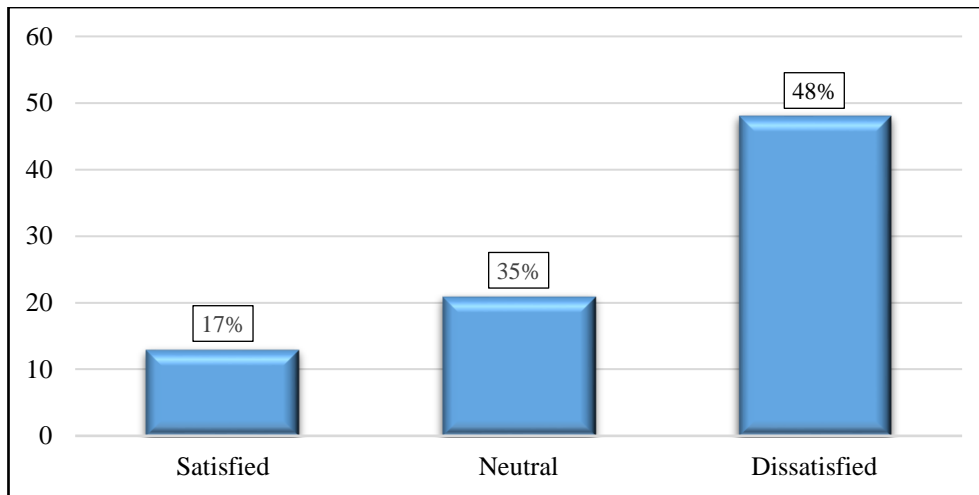


Figure 4.10: Satisfaction of employees who relocated their residence (n=23)

Figure 4.10 presents the satisfaction levels of the employees who chose to relocate their residence. Forty-eight percent of the employees who relocated their residence were dissatisfied with the airport and workplace relocation. The employees probably made uncalculated relocation decisions. Because the respondents are relatively young, they may have put career advancement and permanent employment before the needs of their family. With the majority employees who relocated being married with children and dissatisfied with the schools in the new area, it is likely that the employees did not consider the implications on the family. Furthermore, the employees and their families needed to get used to the new social environment.

4.7 The impact of the airport relocation on job satisfaction and service delivery of the employees of Comair Ltd.

This section will present the results of the data related to job satisfaction and service delivery of those employees who relocated their jobs to the new KSIA.

4.7.1 Job Satisfaction

This section will present results of the data dealing specifically with job satisfaction of the employees who relocated their jobs.

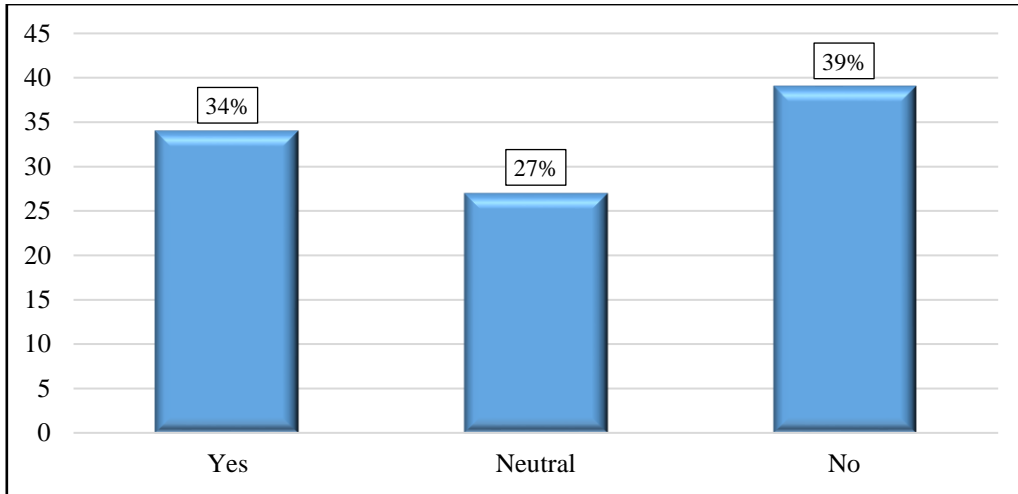


Figure 4.11: Improvement in job satisfaction levels due to relocation (n=23)

Figure 4.11 illustrates the improvements in satisfaction levels due to the relocation of their workplace to the new KSIA. Twenty-seven percent of the employees indicated that they would prefer to remain neutral. Thirty-four percent of employees, indicated that their job satisfaction levels had improved due to the airport relocation and 39% indicated that their job satisfaction levels have not improved. There are various underlying elements that would affect this change in job satisfaction levels.

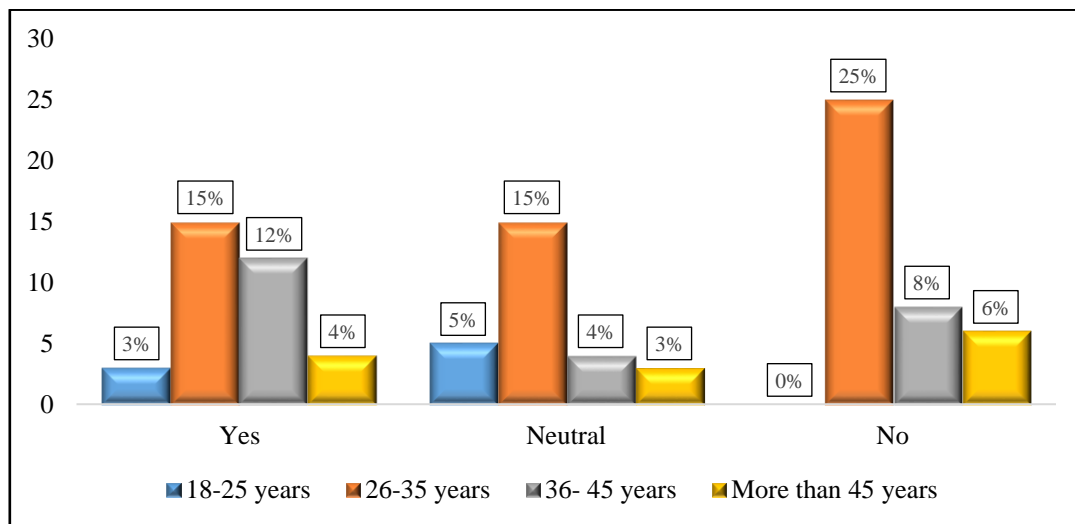


Figure 4.12: Influence of age on job satisfaction (n=85)

Figure 4.12 displays the influence of age on improvement of job satisfaction. The data confirms that 15% of the employees who believed that the relocation has improved their job satisfaction were between 26-35 years old. Similarly, 15% of the respondents were neutral about their job satisfaction levels. However, 25% of the respondents between the age of 26 to 35 years old experienced no improvements to their job satisfaction levels. The 36 to 45-year age group indicated that they are mainly satisfied with their jobs due to the relocation indicating that 12% have experienced improvements to job satisfaction levels, 8% have not experienced any improvements to job satisfaction levels and 4% are neutral regarding improvements to their job satisfaction levels. The 18-25- year age group comprised only of 8% of the population of which 3% had experienced improvements to their job satisfaction and 5% remained neutral in their response. The employees who were older than 45 years old, 6% did not experience any improvement to job satisfaction and 4% indicated that they did experience improvements to job satisfaction. This data shows that age was not a significant aspects regarding job satisfaction. When compared with literature on relocation, these results are consistent with Stroh (1999) who indicated that age is not a significant factor to consider when making relocation decisions.

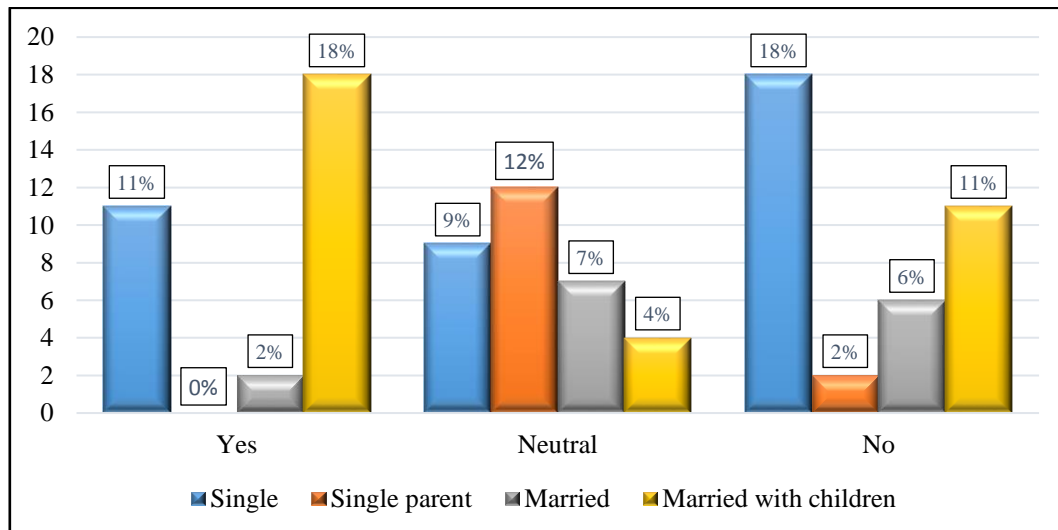


Figure 4.13: Influence of family stage on job satisfaction (n=85)

Figure 4.13 presents the influence of family stage on improvements to job satisfaction. Eighteen percent of single respondents indicate that their job satisfaction levels have not improved. Similarly, 18% of respondents who are married with children indicate that their job satisfaction levels did improve. The results of the current study are contradictory to the findings from Eby and Russel's (2000) study where unmarried employees showed a higher job satisfaction level as opposed to respondents who are married. Having children living at home may also influence employees' job satisfaction. Eby and Russel (2000) indicated that background factors such as not having children or being married predicted employee willingness to move and influenced job satisfaction levels, whereas other studies (Stroh, 1999; Brett and Reilly, 1988) have found that these factors do not affect willingness to relocate. This study has not made a statistically significant findings regarding family stage and job satisfaction.

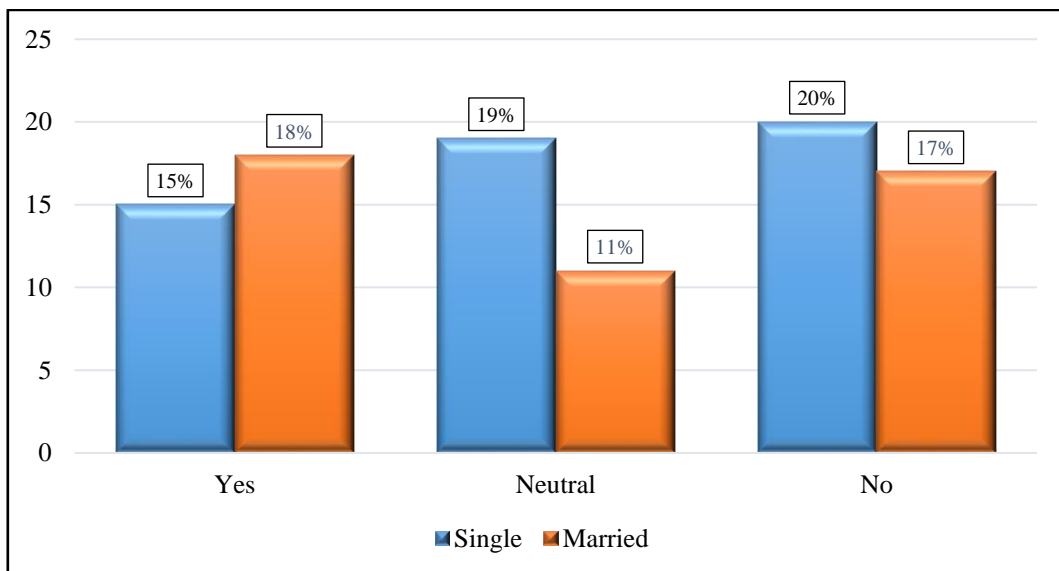


Figure 4.14: The influence of marital status on job satisfaction (n=85)

Figure 4.14 shows the relationship between marital status and improvements to job satisfaction. There were no significant results to highlight as marital status did not influence job satisfaction levels.

Although the study aimed to explore which demographic factors impact on job satisfaction level, no significant relationships can be found. This can be attributed to the fact that this is a short distance relocation and perhaps staying with the same company did not impact on job satisfaction levels. However, 34% indicated that their job satisfaction levels had improved. The reasons for this can be attributed to other factors such as improved facilities and better working conditions as these were found to influence QWL. Higher QWL is linked to higher job satisfaction (Al-Qutop, 2011). Another reason for low improvements of job satisfaction is that the employees expressed concerns regarding commuting. This has a direct impact on job satisfaction levels.

4.7.2 The extent to which the airport relocation has impacted positively on service delivery

This sections reveals the extent to which the airport relocation has had a positive impact on the service delivery by employees.

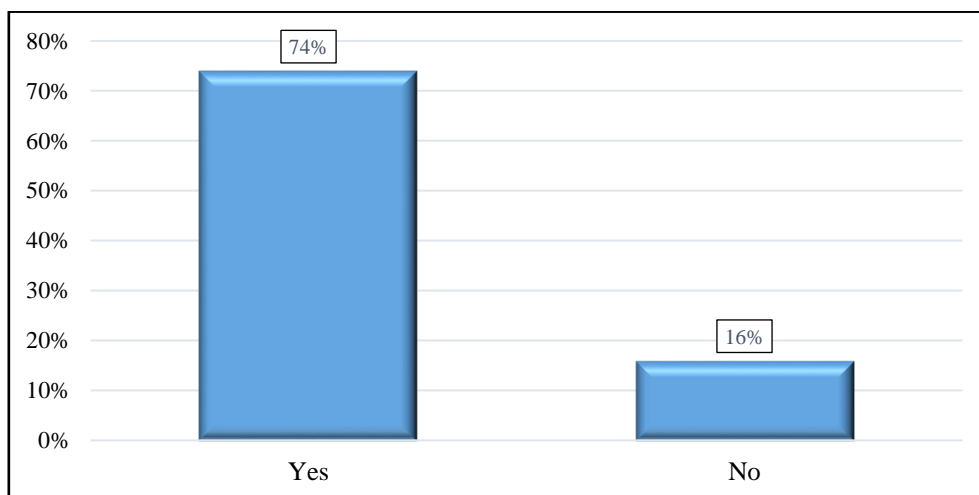


Figure 4.15: Positive impact of airport relocation on service delivery (n=85)

According to Figure 4.15, the majority of employees (74%) still maintain that their ability to perform their duties had been enhanced due to the relocation of the airport and 16% indicated that the relocation had not enhanced their ability to perform their duties. The improved facilities

at KSIA may have enhanced their ability to deliver a high quality of customer service compared to what was delivered at DIA. This is due to improved facilities at KSIA as shown in Table 2.1. Similar cases such as Hammad International Airport in Qatar also introduced longer runways to facilitate the landing of larger aircraft. The larger terminal building with improved facilities assisted employees to deal with a larger number of passengers with different needs more efficiently, for example parking facilities, shopping etc. Also, new cost effective procedures can be implemented due to the new technology (Vespermann, Wald and Glietch, 2008). Furthermore, employees may have the opportunity to upskill themselves due to the availability of new facilities at KSIA. The improved facilities at KSIA included the longer runway. This allows international airlines with larger aircraft to land at KSIA, which was not possible at DIA. The employees gain new knowledge on the protocols to be followed regarding larger aircraft and dealing with international passengers (Naidoo, 2013).

4.8 Measures to assist employees of Comair Ltd to cope with the impacts of the airport relocation.

This section will highlight some of the measures that Comair had used to ensure smooth transition from the old DIA to the new KSIA. Comair Ltd implemented specific measures which will be discussed. The effectiveness of these measures will be highlighted as well.

4.8.1. Employee assistance to deal with relocation

This section sets out to establish what type of assistance was offered to employees of Comair Ltd to ensure that the relocation was smooth and seamless.

Table 4.11: Types of assistance offered to employees and managers (n=104)

Form of assistance	Percentage
Petrol allowance of R850 per month for one year	100
Bus service from old airport to new airport	100
Counselling programme	5
Ongoing technical assistance	5
Workshops conducted	5
Electronic communication	5

(Multiple responses were allowed)

Table 4.11 presents data received from managers and employees with regards to the types of assistance that Comair Ltd offered employees to assist them with dealing with the relocation. As previous research by PWC (2008) showed that major concerns were around commuting and family life, this study revealed that the types of assistance came in the following forms:

- Petrol allowance of R850 per month for the period of one year;
- A bus service was set up to transport employees to and from the airport. The first year cost was paid for by the company. Employees were made aware that the extra money was a short term plan;
- A counselling programme was set up to assist employees and family with problems that may arise due to the relocation;
- Workshops were conducted at various stages of the KSIA development to keep employees informed; and
- On-going electronic communication regarding the new development of KSIA

These were implemented for a short 1-year term and employees expressed dissatisfaction as commuting a longer distance still continued after the 1 year and employees now have to pay for it on a personal capacity. The employee's job satisfaction level may have increased if these were implemented for a longer term. Due to the previous research conducted by PWC (2008) before the relocation, the managers anticipated employee dissatisfaction regarding transport to and from the airport. Due to the fact that majority of the employees resided in the southern and central suburbs, the bus service from the old DIA to the new KSIA was offered as a means of assistance to minimise negative attitudes towards the relocations. Furthermore, the employees and managers indicated that a counselling programme was implemented to offer assistance to employees and their families to deal with problems that might arise due to the relocation. Such problems may include spousal work displacement (Eby et al., 1997), difficulty to adjust to new environment, finding ancillary services, amongst others (Anderson and Stark, 1985).

Table 4.12: Manager's perceptions towards assistance offered to employees to deal with relocation (n=19)

Aspects of assistance offered to employees	Yes	No
Was assistance provided to employees who were affected by the relocation?	95%	5%
Is there ongoing assistance to employees after the relocation?	10%	90%
Was the assistance offered to employees adequate?	84%	16%

Table 4.12 presents the manager’s perceptions towards assistance offered to employees with regards to the airport relocation. While 95% of the managers indicated that Comair Ltd had provided assistance to employees to deal with the relocation, 90% of managers stated that no ongoing assistance was provided to staff after the relocation. This impacts negatively on job satisfaction levels as difficulties experienced during and after the relocation may not be alleviated with short term assistance. For example, offering to assist to move the employee’s household goods to their new residents may be helpful and relieve stress experienced by the employees, however further assistance may be required regarding settling in the new area. However, 85% of the managers believe that the assistance offered was adequate. Offering assistance to employees motivates them to support the company during relocation and also builds staff morale. Also offering assistance after relocation also helps the employees deal with issues that are otherwise stressful, such as looking for schools or accommodation closer to the new workplace (Anderson and Stark, 1985 and Eby et al., 1997).

4.8.2 Provision of training to cope with relocation

This sections focuses on the training offered to staff to cope with the airport relocation. The types of training offered and the level of satisfaction with training is discussed here.

Table 4.13: Provision of adequate training to cope with the relocation (n=85)

Aspects of training	Yes	No
Comair provided training to assist employees with the relocation	63%	37%
The training provided was adequate	63%	37%

Table 4.13 presents the data collected from the employees related to training provided to them to cope with the airport relocation. The majority of the respondents (63%) reported that they had received training and they believe that the training was adequate. Training assists employees to prepare for the new premises so that they can perform optimally after relocation. When employees are not trained adequately, they may not be confident and able to provide the expected service that the passengers are used to. This will impact on the image and profit line of the company. Furthermore, it will impact on job satisfaction and service delivery levels. Training may have been related to the new advanced technologies and this training would have led to improvements to QWL and job satisfaction.

The employees indicated that there is on-going technical assistance in the form of IT support for employees to cope with new programmes as they were not totally familiar with all the new facilities that were introduced at KSIA. Employees also attained new experience to enhance their portfolios. The types of training included an induction tour to the new airport before the actual relocation, and an airside induction course was conducted to familiarise employees with the new protocol that needed to be followed on the airside which is where the aircraft arrive and depart. This formed part of the Operation readiness and transfer programme (ORAT).

Table 4.14: Manager’s perception on training provided to employees to cope with the relocation (n=19)

Aspects of training	Yes	No
Comair provided training to assist employees with the relocation	78%	22%
The training provided was adequate	78%	22%

Table 4.14 presents the data received from the managers regarding their perceptions on the training provided to employees to cope with relocation. Majority of the managers (78%) believed that the training provided to employees was adequate. This can be linked to Table 4.3 where managers indicated that the relocation can be linked to positive impacts on job performance. Moving to new premises entails the introduction of new technologies and facilities that the employees may not have been exposed to at the old location. Training enables the employees to be more familiar with these new aspects and will boost confidence levels. Also, additional training enables the staff to be more productive as they would understand how to use the new facilities to maximise service delivery.

4.9 Communication

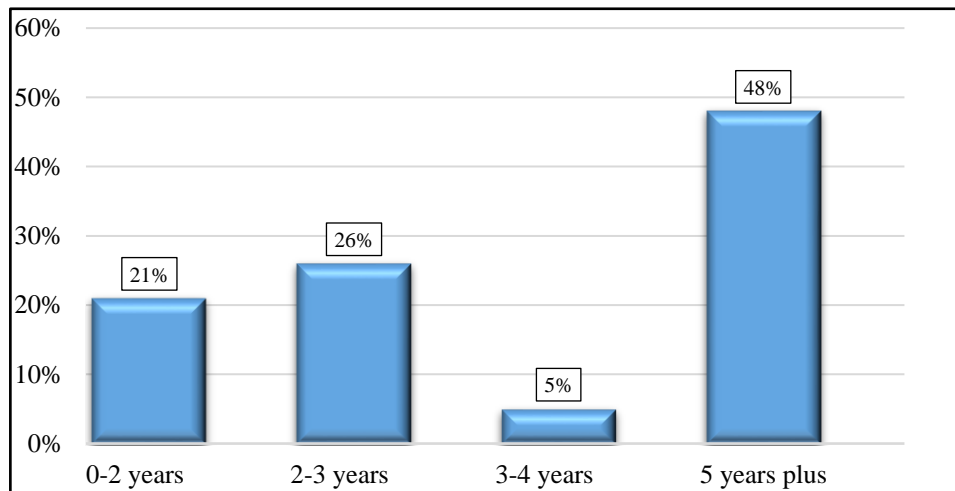


Figure 4.16 Timeframe of notification of relocation (n=19)

Figure 4.16 indicates the timeframe that the employees were informed of the relocation. Managers were asked how long in advance did they inform the employees of the relocation. Almost half of the managers (48%) indicated that the timeframe that the employees were notified of the relocation was more than 5 years. Twenty-six percent indicated that between 2 and 3 years notice were given to employees and 21% indicated that they were given 0-2 years notice. When employers and employees are prepared for change, the results could affect job satisfaction and service delivery (Martin, 1999). In the case of the King Shaka relocation where almost half of the employees were given more than five years notice of relocation, there was enough time for training for the new facilities at the airport. Early notification also helps alleviate high stress levels and enhance job satisfaction as employees would have had adequate time to make arrangements for their relocation. This is consistent with the results from a study conducted by Martin (1999) that shows that the more prepared the employees are, the less stressful it is for them. Business that relocate can help employees deal with this stress by providing as much information as possible, as early as possible (Stroh, 1999). Furthermore, Sinha (2012) suggests that good quality, frequent communication that promotes employee involvement may provide a platform for employees to better their job satisfaction levels and increase staff morale.

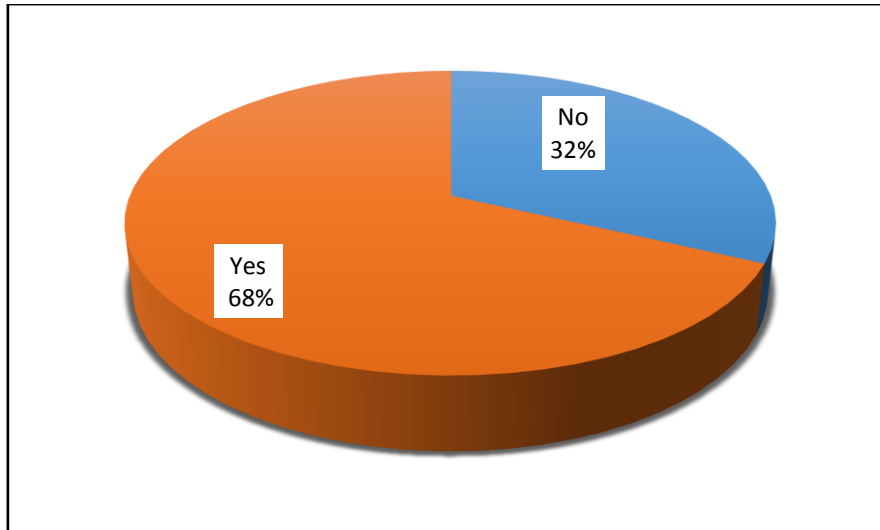


Figure 4.17: Change in shift patterns to accommodate longer or shorter commuting distance after relocation (n=104)

Figure 4.17 highlights the data received from managers and employees regarding a change in the shift pattern to accommodate longer or shorter commutes. Sixty-eight percent of the managers and employees indicated that the shift patterns had been changed to accommodate the change in commuting distance and times. This will have a direct impact on reducing low punctuality, high absenteeism and high staff turnover rates. Thirty-two percent of the managers and employees (32%) indicated that no change in shift pattern had taken place to accommodate the change in commuting times. This may have contributed to the lower satisfaction levels of the employees as 60% of the employees reside in the south of Durban and 24% reside in Durban central (Figure 4.6). The relocation of the airport resulted in an increase in commuting distance for these employees; allowing the employees to start or finish work earlier or later may assist in improving job satisfaction levels. Changing the shift pattern according to the needs of employees will promote a higher quality of life and thus a higher job satisfaction level (Saunders and Thornhill, 1998).

Table 4.15: Future of relocated workforce (n=19)

Aspect on the future of relocated employees	Yes	No
Do you believe that you can build and maintain a committed workforce after the relocation	95	5
Does your company have any future plans for the employees who have relocated?	100	0

Table 4.15 shows the responses by managers when asked about the future of the workforce who relocated. Majority (95%) of the managers believe that they can continue to build and maintain a committed workforce after the relocation and all of them agree that, from the company perspective, there are no plans for the future of the employees who relocated.

4.10 Conclusion

This chapter investigated the findings of the primary data retrieved through internet generated questionnaires and interviews. Each objective was examined and compared to the findings in the secondary research conducted in chapter two. QWL, job satisfaction and service delivery after the relocation were the main points of discussion, in line with the objectives of the study. The next chapter will draw conclusions and highlight recommendations. New areas for future research will also be suggested based on the limitations of the current study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented a detailed discussion of the findings of the study conducted. In this chapter, the summary, conclusions and recommendations for each objectives will be discussed. Limitations and possible prospects for future research will be highlighted. This study set out to examine the impact of the relocation of King Shaka International Airport on Comair Ltd employees and has reached its aim set out in chapter one.

It is important to understand the current nature of the tourism industry and employment in the tourism industry in order to fully recognise the extent that the relocation had impacted on the lives of the employees. The interpretation that follows, aims to provide reflections and discussions on the study conducted, based on the objectives laid out in chapter one while taking into account the nature of employment in the airline industry.

5.2 Objective 1 - Determine the extent to which the relocation of the airport has impacted on the quality of life of the Comair Ltd employees at KSIA

5.2.1 Loyalty and passion for the employee's job

The study found that there were more positive impacts on QWL than negative impacts due to airport relocation. Furthermore, a high number of employees retained their jobs during the relocation because they were loyal to Comair Ltd and passionate about their jobs. According to Kashani (2012) loyal employees go above and beyond the minimum requirements of their job description and are likely to support the company during times of change. Their behaviour impacts on performance and results in the spreading of positivity regarding the relocation. This is in agreement with the current study, where Comair Ltd managed to retain majority of their employees during the relocation. With majority of the employees being employed at the Durban International Airport (DIA) for 1-5 years length of service, it is likely to increase as the employees relocate their jobs to KSIA. This shows loyalty for a company.

5.2.2 Employment status

The results from the study showed that the majority of the employees who retained their jobs during the relocation were employed on a permanent basis. Furthermore, all employees who

relocated their residence closer to KSIA were permanent employees. This distinctly showed that employees will support a company during relocation if there are benefits to them and if there is stability within the company. Permanent employment comes with benefits such as pensions, medical aids, sick leave, extended leave and staff travel discounts. These are very lucrative for employees who have families (as majority in this study do) as the additional benefits that assist with taking care of family responsibilities. These benefits enhance the employee's commitment to the organisation and reduces staff turnover rates. In turn, the company benefits because the employees are staying with the company for a longer period and less resources are spent on hiring and training of new staff.

5.2.3 Stress experienced during and after the relocation

The study found that high stress levels were experienced by employees due to the relocation. This impacts on the QWL experienced. This is not uncommon as other studies yielded similar results which found that contributing factors to elevated stress levels included fatigue, safety, anxiety, ability of staff to consistently report for duty on time, long airport operational hours, long distances to travel, drastic change in daily routines (Johnson and Anderson, 2004; Lin, Wong and Ho, 2013; PWC, 2008). Employees indicated that this stress was alleviated after they had settled in.

5.2.4 Recommendations

- Comair Ltd was able to retain a large number of employees during the relocation particularly because of the level of loyalty and passion for their jobs. It is, therefore, important to maintain a motivated workforce so that the employees will support the organisation during relocation. One of the ways to maintain a motivated workforce is to offer permanent employment and offer incentives based on the needs of the employees. For example, if commuting was a major concern, incentives can include provision of accommodation closer to the airport or a travel allowance to assist with increase in travelling costs.
- In order to eliminate stress experienced it is important for companies to understand what it is that employees are concerned about in terms of relocation. It is important to remember that employees are not one big homogenous body, but a group of individuals who have different external and internal factors that affect the way they perceive the relocation. They also have different expectations and needs based on their demographic profiles. If a

communication strategy was developed and effectively implemented, then much of the stress experienced may have been alleviated if not eliminated. Communicating as much information as early as possible will give employees enough time to prepare themselves and their families for the relocation.

5.3 Objective 2 - Examine the extent to which the airport relocation has affected job satisfaction and service delivery of Comair Ltd employees at KSIA.

5.3.1 Job satisfaction

The job satisfaction levels did not improve due to the airport relocation. It was found that factors such as age, family stage and marital status contributed to these low job satisfaction levels. Major concerns included time spent away from family due to longer commuting distance. This is because most of the respondents did not relocate their residence to be closer to work. Furthermore, longer commuting distance contributed to higher costs being incurred by the employees. Lower job satisfaction levels are not favourable to Comair Ltd as this will increase staff turnover rate, promote a low staff morale and reduced productivity (Sinha, 2012).

5.3.2 Service Delivery

The study found that improved working conditions and enhanced facilities at the new airport enabled the employees to deliver more efficient customer service due to the enhanced facilities. This also posed as an opportunity for upskilling, as all the employees who relocated were trained on the new operational systems at KSIA and gained more knowledge and experience.

High job satisfaction levels reduces staff turnover, absenteeism, complaints and there is a positive attitude and a higher willingness for employees to assist each other and customers. This improves teamwork and inevitably assists the company maintain profitability and leads to a win-win situation where employees and the company are working together towards common goals.

5.3.3 Recommendations

- Comair Ltd provided training to the employees so that they were able to use the new facilities optimally to improve service delivery. It is, therefore, recommended that intensive training be done prior to the relocation in order to properly prepare the employees and ensure smooth transition from the old to the new premises.

- In order to minimise negative impacts on the job satisfaction levels, employers need to be aware of the employees concerns. Comair Ltd addressed the concerns of the high cost of commuting longer distance by offering travel allowance for one year. The employees recommended that this travel allowance be extended to improve job satisfaction levels. The employees should have a choice of whether they want a travel allowance or a housing allowance. This may alleviate the problems of commuting and high costs, simultaneously.
- The results show that there was no change of shift pattern. Perhaps changing the shift pattern for employees may assist with the cost implications of longer commutes. The employees may be able to share costs of travelling by using car pools.
- Post relocation support was not done and, therefore, employees are still experiencing these problems 6 years after the relocation. Post relocation support can be done by having good quality, frequent communication that promotes employee involvement. This may serve as a platform for employees to improve job satisfaction levels.

5.4. Objective 3 - Identify measures that can be implemented to assist Comair Ltd employees at KSIA with the impact of the airport relocation.

Comair Ltd offered assistance and training to ensure that the job satisfaction levels are maintained and quality of service delivery is improved. It was concluded that these measures including the travel allowance and training was short-lived. The training occurred at the onset of the relocation and more training and support is required to deal with the relocation. Furthermore, the travel allowance was only given to employees for one year and therefore the employees require more assistance regarding commuting and costs associated with commuting. While the Operational readiness and transfer programme (ORAT) system worked, there was no post relocation support which is why, 6 years after the relocation, employees are still finding that commuting and interferences to family life are major concerns.

5.4.1 Recommendations

- Provide professional assistance during relocation of residence such as moving agents and legal assistance;
- Provide counselling sessions to ascertain how the employees are coping during and after relocation;
- It is important to note that the support services and assistance is required on an ongoing basis until the employees have settled in; and

- Monetary assistance should not be discontinued after a specific period of time as the employees become dependent on this.
- Ensure that managers and supervisors are well informed regarding the relocation so that they can offer supervisory support to assist with coping with the changes that relocation brings.

5.5 Limitations and recommendations for future research

The study is confined to employees of the airline, Comair Ltd only. It is important to note that there are a number of businesses that serve as support services for the airline industry and they too had to relocate due to the airport relocation. It would be interesting to compare how other employees from other companies operating from KSIA have viewed the relocation and if these companies have managed to retain their employees who worked at the old airport. Furthermore, each relocation is unique presenting its own advantages and disadvantages. It would be difficult to generalise or predict impacts of the relocation on employees based solely on the findings of this study. The research adds to the literature on short-distance relocation and provides insights that can be used during relocation planning.

5.6 Conclusion

The results of the study suggest that the relocation of the airport in KZN was successful as the managers of Comair Ltd believe that they can continue to grow and maintain a thriving workforce even though there are no future plans regarding assistance to employees who were affected by the relocation. Due to the nature of their work, airline employees experience higher job interference with leisure time than employees in other industries. This is mainly due to the rapidly changing environment of the air transport sector. As the tourism industry is in a constant state of change due to its highly competitive and volatile nature, change management is of utmost importance to ensure employee satisfaction, to build a committed workforce and ultimately ensure smooth and efficient operation of the airline. When deciding to relocate a business it is important to acknowledge that key factors that influence the employee's willingness to relocate relies both on the employers and employees.

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APPENDIX 1

QUESTIONNAIRE 1 - Questionnaire for duty managers and supervisors

In an effort to improve service quality at King Shaka International Airport, this research will explore your views on the relocation of the airport. As the service industry is heavily dependent on human interaction, your perceptions are extremely important. This survey will highlight ways in which the relocation has affected your life both professionally and personally as well as the lives of your staff. All submissions are confidential and at no time are you required to mention your name.

Section 1 - Numbers

1. Approximately how many of the employees who work under you have relocated from the old airport to the new airport?

- less than 5
- 5-10
- 11-20
- 21-30
- 31-50
- more than 50

2. Have you lost any key employees due to the relocation?

- yes
- no
- unsure

3. Have you been able to replace the number of employees lost due to the relocation?

- yes
- no
- unsure

4. Did you require additional staff due to the change of location and size of your operation?

- yes
- no
- unsure

5. Did you retrench any staff member/s due to the change of location and size of your operation?

- yes
- no
- unsure

Section 2 - Commuting and transport

1. To your knowledge, where do majority of your staff reside?



1.1. Is this positive for your operation?

(based on your previous answer)

- yes
- no
- unsure

2.To your knowledge, how do most of your staff travel to work and back?



2.1. How does this impact your operation?

(based on your previous answer)



3. Do you have punctuality issues due to the increased commuting distance of some staff members?

- Yes
- No
- Sometimes
- Unsure

3.1 What are the implications of this?

(based on your previous answer)



4. Did you alter shift patterns to accommodate longer/shorter commuting distances?

- yes
- no
- unsure

Section 3 - Assistance

1. Did your company provide assistance to staff who were affected by the relocation?

- YES
- NO
- UNSURE

1.1 If so, what type of assistance was provided?

(based on your previous answer)

1.2 If so, do you believe that this assistance was adequate?

(based on your answers to question 1 and 1.1)

- yes
- no
- unsure

2. Do you have an on-going employee assistance programme regarding the relocation?

- yes
- no
- unsure

3. How long in advance were the employees informed of the relocation?



Section 4 - Training

1. Were the staff provided with extra training to cope with the relocation?

- yes
- no
- unsure

1.1. Please specify the type of training received

(if you answered yes to the previous question)



2. Based on the current job performance levels of employees, do you believe that the training received was adequate?



Section 5 - Incentives

1. Are there any incentives programs in place to increase staff morale regarding the relocation?

(if so, please specify)



Section 6 - Quality of life

1. Have you noticed any sick leave patterns?

- yes
- no
- unsure

1.1 Does this apply to all staff or specifically those who relocated?

(based on your previous answer)

A vertical scale form consisting of a central column with a downward-pointing arrow at the top and an upward-pointing arrow at the bottom. The column is divided into several segments, with the bottom segment shaded. To the left and right of the central column are two vertical bars, each with a small square at the top and a small square at the bottom.

2. Overall, do you believe that the relocation was more positive or negative on staff work performance?

A vertical scale form consisting of a central column with a downward-pointing arrow at the top and an upward-pointing arrow at the bottom. The column is divided into several segments, with the bottom segment shaded. To the left and right of the central column are two vertical bars, each with a small square at the top and a small square at the bottom.

3. Do you have any suggestions to improve the quality of worklife of your staff after the relocation?

A vertical scale form consisting of a central column with a downward-pointing arrow at the top and an upward-pointing arrow at the bottom. The column is divided into several segments, with the bottom segment shaded. To the left and right of the central column are two vertical bars, each with a small square at the top and a small square at the bottom.

Section 7 - Future plans

1. Do you believe that your company can continue to build and maintain a committed workforce after the relocation?

A vertical scale form consisting of a central column with a downward-pointing arrow at the top and an upward-pointing arrow at the bottom. The column is divided into several segments, with the bottom segment shaded. To the left and right of the central column are two vertical bars, each with a small square at the top and a small square at the bottom.

2. Does your company have any future plans with regards to employees who have been relocated?

APPENDIX 2

Questionnaire 2 - Employee Questionnaire

In an effort to improve service quality at King Shaka International Airport, this research will explore your views on the relocation of the airport. As the airline industry is heavily dependent on human interaction, your perceptions are extremely important. This survey will highlight ways in which the relocation has affected your life both professionally and personally. All submissions are confidential and at no time are you required to mention your name.

SECTION A - Employment History

* Required

1. Were you employed at the Old Durban International Airport? *

- yes
- no

1.1. How long were you employed at the Old Durban International Airport?

(If Yes to question 1)

- Under 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

2. Which sector were you employed at? *

- Airline
- Restaurant
- Health and Beauty
- Cleaning
- Car Hire

- Transport (Taxi/Shuttle/Bus)
- Airside service provider
- Cargo
- Bank
- Parking
- Security
- Other:

Section 1 - Worklife

1. What is your current type of employment?

- Part Time
- Permanent
- Contract

2. How long have you worked at Comair Ltd?

- Under 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

3. How long have you worked at this airport?

- Under 1 year
- 1-3 years
- 3-5 years

4. Are you happy with the relocation of the airport?

- Yes
- No
- Unsure
- Neutral

5. Which of the following problems have you experienced with the airport relocation?

You may tick more than one box

- High cost factors
- Unable to adapt to new lifestyle
- Too long travelling distance
- Family had to relocate
- Longer time away from family due to increased travelling distance
- Domestic helpers unable to travel to new location
- Change of child care givers
- Change of frail care givers
- Problems with new schools
- Family breakdown
- Away from family network and structures
- Other:

6. How has the airport relocation benefitted you?

You may tick more than one box

- Better standard of living
- Easy to adapt to new lifestyle
- Shorter commuting distance
- Shorter time away from family
- Better schools

- Better quality of life
- Closer to family network and social structures
- Improved working conditions
- Improved work benefits
- Better work facilities, infrastructure and equipment
- Better working conditions
- Other:

Section 2 - New lifestyle

1. How do you currently commute from home to work and back?

- Drive alone
- Lift Club/ Car pool
- Public Transport
- Park and ride
- Park and ride(using bus from old airport)
- Cab/Taxi
- Get dropped off and picked up by family / friend
- Other:

2. Which of the following factors influenced your willingness to relocate to the new airport?

You may tick more than one box

- Loyalty to Comair Ltd
- Passion for my job
- Unable to find alternate employment
- No other experience so no other job options
- Pension and other benefits

- To acquire further knowledge to build my CV
- Incentives offered
- Improved Salary
- Better working conditions
- Employer assistance with relocation
- Other:

3. On a scale of 1-5, rate the level of stress experienced due to the airport relocation

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Section 3 - Family life

1. Did you relocate your residence to accommodate your job relocation?

- Yes
- No
- Not Applicable

Answer this section only if you have answered yes to question 1 in Section 3.

3.1 Did your family move with you?

- Yes
- No
- Other:

3.2 Do you have a spouse/partner?

- Yes
- No
- Other:

3.2.1 If yes, how has the relocation affected your partner's worklife?

- Increase in travelling distance to work
- Decrease in travelling distance to work
- Loss of employment
- My partner does not work
- Breakdown in the relationship
- Other:

3.3 Do you have children?

- Yes
- No
- Other:

3.3.1 Did you require schools for your children?

- Yes
- No
- Other:

3.3.1.1. If yes, are you satisfied with the schools?

- Yes
- No
- Unsure

3.4. Did you have to leave any member of you family behind?

- Yes, a child to finish schooling
- Yes, parents due to proximity to services
- Yes, Other
- No
- N/A
- Other:

3.5. Do you believe that there were improvements in your quality of life with the new airport?

- Yes
- No
- Unsure

3.6 Do you still commute to previous residential area to receive services?

Such as doctor/hairdresser/dentist/beautician/vet

- Yes
- No
- Other:

3.7. Do you intend to continue with your employment here?

- Yes
- No
- Unsure

3.8. If you seek employment elsewhere, it would be because of

- More money
- Closer to home
- Transport issues
- Other:

Assistance with relocation

Answer this section only if you were employed at the Old Durban International Airport

4.1. Did you receive any assistance when Comair Ltd relocated to the new airport?

- Yes
- No

4.1.1 If Yes, What sort of assistance did you receive?

You may tick more than one

- Reimbursement of travelling cost
- Travel allowance
- Reimbursement of accommodation costs
- Accommodation allowance
- Provision of specialist assistance to buy and sell homes

- Salary increment
- Use of professional moving company
- Provision of a library resource centre containing information about the new surrounding areas
- Induction visits to the new site prior to the move
- Other:

4.2 Are you satisfied with the level of assistance offered by your company DURING the relocation?

- Yes
- No
- Neutral
- Unsure

4.3 Are you satisfied with the level of assistance offered by your company AFTER the relocation?

- Yes
- No
- Neutral
- Unsure

4.4 Indicate which of the following has been implemented by Comair Ltd to improve levels of assistance with relocation

- Amended working hours
- Change of shift patterns
- More incentives
- Salary adjustments

- Travel allowance
- Housing allowance
- Other:

4.5. Rate your level of satisfaction with the assistance offered by the company with relocation

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4.6 Are there any other issues that the company ought to have considered with the relocation?

- New lifestyle
- Travelling distance
- Employee's family
- Dual earner families
- Cost factors

- Availability of services
- Ability of receiving community to meet the demand of an influx of new residents
- Availability of schools
- Other:

4.7. Is there any further assistance required with relocation?

- Yes
- No

4.7.1 If so, what assistance is required?

4.8 Has the relocation affected your ability to perform your duties?

- Yes
- No
- Unsure

4.9 Has your job satisfaction level changed due to the relocation?

- Yes, positively
- Yes, negatively
- No, I am just as satisfied as I was at the old airport
- No, I am just as dissatisfied as I was at the old airport
- Neutral

4.10 How old are you?

- 18-25
- 26-35
- 36-45

- 46-55
- 56+

4.11 What is your marital status?

- Single
- Married
- Divorced
- Widowed
- Other:

4.12. What family stage are you at?

- Single
- Married with no children
- Married with 1 child
- Married with more than 1 child
- Single parent
- No partner, No children
- Single but taking care of parents/ other elderly
- Other:

4.13. Are there any issues regarding the relocation that was not already mentioned that you would like to highlight?



Thank you. Your response has been recorded and highly appreciated.

APPENDIX 3

Comair Limited

30/04/2015

TO WHOM IT MAY CONCERN


This letter serves to confirm that Michelle Ahmed has been granted access to conduct her research at Comair Limited, King Shaka International Airport for her research on her topic of

"the impact of business relocation on the employees of King Shaka International Airport"

As such, permission has been granted to send her e-mail questionnaire to the applicable staff at Comair Limited King Shaka in order for them to respond with the research she requires in completing her survey.

Should you require any further information, please do not hesitate to contact me.

Kind Regards


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