

Editor's comment

This is yet another interesting volume of the *South African Journal of Labour Relations*. The Forum section covers one insightful article that is particularly relevant to the field of South African labour economics. The article relates to non-standard employment and contemporary labour protest. The academic section covers aspects like executive pay and corporate performance, turnover intention, organisational commitment, organisational citizenship, employee engagement, the level of power of stakeholder groups and resistance to organisational change.

M. Bussin and **S. Barret** investigated the effects of race on the sensitivity of executive pay to corporate performance. It was found that the mean remuneration of black and white CEOs shows no significant difference due to race. A notable difference found was the higher degree of pay-performance sensitivity and variability seen within the black CEO sample. The study showed that race does not affect the level of CEO remuneration but does impact on pay-performance sensitivity and variability.

L. Ronnie investigated the relevance of gender and race to turnover intention among public sector workers (PSW) through the moderation of psychological contract type and organisational commitment dimension. In terms of turnover intention, the results showed that coloured and white PSW were the groups with a positive relationship between transactional psychological contracts and an intention to leave the public sector. For white PSW, this was paradoxically coupled with high levels of continuance commitment. This is a significant finding because high levels of this form of commitment temper the turnover intention of this group. Across gender and race, relational psychological contracts were positively correlated with affective and normative commitment and inversely related to turnover intention. PSW who had relational psychological contracts experienced high levels of emotional attachment and loyalty to the public sector, which contributed significantly to a desire to remain with their employer.

Also on the broad theme of turnover intention, **A. Grobler** and **S. Grobler** studied the relationship between person–organisation fit as well as the psychological contract and an individual's intention to leave the organisation (turnover intention) as a precursor to voluntary turnover. The results showed that indirect fit (organisation fit as values congruence), direct fit (needs–supplies fit) and psychological contract adherence to an organisation/employer are negatively related to turnover intention. Significant differences between groups were also reported, with the higher risk groups (for leaving the organisation) being the support/non-core employees, the non-management group and the professionally qualified, experienced specialists.

E. Chinomona and **M. Dhurup** investigated the relationship between organisational commitment, employee perceptions of equity and organisational citizenship behaviours among employees of small and medium enterprises in Zimbabwe. The results showed that perceptions of equity, organisational commitment and organisational citizenship behaviour are low among employees in the Zimbabwean small and medium enterprise sector. The results further showed that employee perceptions of equity and organisational commitment are strong predictors of organisational citizenship behaviour.

A. van Eeden, **M. Sutherland**, and **C.B. Scheepers** explored the interrelationships between the perceived level of power of stakeholder groups and their resistance to organisational change. The findings revealed tendencies among certain stakeholder groups to show resistance more actively and overtly than others; this resistance was found to be

related to levels of power. The authors went on to develop a conceptual framework for stakeholders, power and resistance.

O.E. Amah studied the role of personal and organisational resources in the relationship between employee engagement and work-family conflict. He proposes that, on the basis of the conservation of resources model and the job demand and resources model, organisational and personal resources could play a major role in resolving the dilemma. In the study, he confirmed that organisational resources, servant leadership and personal resources were able to provide a solution, so that individuals with high values of these resources experienced less work-family conflict.

M. Mathekga analysed the contemporary non-standard employment and labour unrest in South Africa, with special emphasis on the South African Post Office (SAPO) and universities. He argues that attempts by SAPO and the universities to cut labour costs and to be more flexible and competitive through the use of non-standard employment have not reduced exploitation. Marginalisation, inequality, poor working conditions, lower wages and lack of protection and representation still prevail in most workplaces across the country, with companies and institutions still benefiting extensively.

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