

**THE RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT  
AND JOB SATISFACTION OF COMMISSIONED OFFICERS WITHIN  
AN ARM OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE**

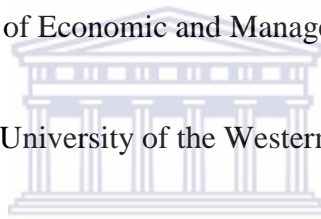
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**DECLARATION**

I declare that “The relationship between organisational commitment and job satisfaction of Commissioned Officers within an Arm of the South African National Defence Force” is my own work, that it has not been submitted before for any degree or assessment in any other university, and that all sources I have used or quoted have been indicated and acknowledged by means of complete references.

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**SIGNATURE**



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**DATE**

## ABSTRACT

Job satisfaction and organisational commitment are two of the most researched organisational behaviour constructs. It is generally agreed that low levels of satisfaction or commitment may result in employees voluntarily ceasing the employee-organisation relationship which results in organisations losing professional and skilled individuals, which is a potentially crippling factor within any organisation, particularly Governmental Departments who rely on specialist and highly trained and skilled employees. The current study examined the organisational commitment, the level of job satisfaction and the relationship between satisfaction and commitment of fully functionally qualified permanent contract male and female officers on salary Grade C2 to Grade C6, extending across all occupational divisions and classes, namely operational, personnel, logistics, engineering and technical. The sampling technique used was a quantitative non-probability convenience sampling design with the sample consisting of 62 commissioned officers. The majority of the respondents were African with the sample being more representative of males than females. The majority of the respondents were married and between the age of 22 to 29 having at least a 3 year degree or diploma and from the operational occupational class. The respondent's levels of satisfaction were measured by means of the Job Descriptive Index Questionnaire which measured the five job facets, namely pay, promotion, supervision, co-workers and the nature of work. The study found that respondents were moderately satisfied with their promotion opportunities, followed by the pay they receive. They were however, less satisfied with the supervision they receive, their co-workers and the work itself. Affective, continuance and normative commitment was assessed by means of the Organizational Commitment Scale. The findings of the study found that the respondents had below average levels of organisational commitment across all three components as well as overall commitment. Furthermore, results derived from the research indicated that there was a statistically significant and strong positive correlation between organisational commitment and job satisfaction.

Additionally, the results of the study regarding differences between selected demographic variables and the core dependent and independent variable found that there was no statistically significant difference for organisational commitment or job satisfaction scores between males and females and tenure. There was however a statistically significant difference in organisational commitment and job satisfaction for different occupational classes.

**Keywords:** *Organisational Factors, Attitudinal, Job Satisfaction, Facets, Organisational Commitment, Three-Component Model*



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## CHAPTER 1: INTRODUCTION AND PROBLEM STATEMENT

### 1.1. INTRODUCTION

The retention of specialised and skilled employees is a considerable challenge facing organisations today. Numerous studies have shown that the level of turnover can be seen as an important indicator of the satisfaction and commitment of employees and subsequently the effectiveness and efficiency of an organisation.

Numerous studies conducted have reported that the level of job satisfaction of employees correlates to their level of commitment and its impacts on the relationship to turnover intention; low levels of satisfaction results in decreased organisational commitment, which has an influence on turnover intention (Currivan, 1999; Eslami & Gharakhani, 2012). Research into job satisfaction and organisational commitment has found job satisfaction to be an antecedent of organisational commitment and organisational commitment as a predictor of turnover intention and actual turnover (Currivan, 1999).

Cullinan (as cited in Luddy, 2005) states that poor salaries are not the only reason as to why organisations are experiencing employee satisfaction concerns, Cullinan determined that other work factors such as the environment and poor management are also shown to contribute towards lower levels of job satisfaction. This dissatisfaction often leads to specialised, scarce skilled or professional employees seeking alternative employment.

This situation is not limited to the private sector; the public sector experiences the same problems as shown in recent studies (Luddy, 2005). Further reports have highlighted the concern of the retention of professional and specialised skilled employees within Governmental Departments (South African Defence Review, 2014). The South African National Defence Force (SANDF) is not immune to this situation; there has been an exodus of experienced, qualified and skilled employees in recent years to the private sector. The salary and remuneration packages of the public sector are not competitive with the private-sector which is

why the private sector can recruit and source qualified and skilled specialists from Governmental Departments. This means that the leaders and management of these departments have a greater responsibility in ensuring that their employees experience organisational commitment and job satisfaction.

## 1.2 PROBLEM STATEMENT AND SIGNIFICANCE OF THE STUDY

The SANDF established by section 224(1) of the Constitution of the Republic of South Africa, 1993, Act No. 200(2) of 1993 and mandated as “the only lawful military force in the Republic, for the protection and defence of the Republic, its sovereignty, territorial integrity, national interests and people, in accordance with the Constitution and the principles of international law regulating the use of force.”(Constitution of the Republic of South Africa, 1993, Chapter 11, Article 200(2), 113). The SANDF therefore requires soldiers, sailors, airmen and operators whom are equipped, trained and committed to carrying out the mandate of the SANDF.

As determined by the Department of Defence Review (2014) the SANDF is not immune to the exodus and “is experiencing an alarming loss of skilled personnel, specifically engineers, technicians, aircrew, vet-officers and legal officers, amongst others, requiring specific occupational dispensations to prevent the further loss of scarce skills.” (p. 9-8). Additionally, the SANDF is facing the challenge of retaining its specialised and qualified professionals such as, Combat Officers, Submariners, Divers, Surveyors, Logistician, Engineering and Technical Officers. (South African Department of Defence Annual Review, 2009, 2010, & 2011; Department of Defence Review, 2014).

The attempt to arrest the decline of critical capabilities, with regards to human resources, has already to some degree been implemented in the SANDF with the employment of scarce skills retention strategies and incentive schemes. The strategies primarily address the non-remunerative factors, in conjunction with ongoing remunerative incentive schemes, in an attempt to retain employees in the scarce and specialist skills occupation groups. (SAN Maritime Human Resources

and Training Capability, 2008; South African Department of Defence Annual Review, 2009).

Furthermore, the SANDF operates in an environment with complex technological equipment, all though there are sufficient newly appointed personnel within these domains that are being educated, trained and developed, due to the unique and specialised nature of these qualifications, it will take time before the personnel acquire the skills, knowledge and experience to counter the loss of experienced and specialist personnel (South African Department of Defence Annual Review, 2011).

It can therefore be seen that the retention of professional and skilled employees is of utmost importance to the SANDF considering the extent of the investment made in the recruitment, selection, training and development of their scarce skills. Due to the quality, time, unique and specialised nature of the training received the cost to the organisation includes not only the loss of investment associated with employee turnover but also the costs involved in recruiting, selecting and training replacements. Furthermore, there are extra pressures and responsibilities placed on the remaining employees who have to conduct the work left behind by the employee who quit while their replacements are being trained, which could have an influences their levels of satisfaction and commitment.

It is from this research that it can be interpreted that it is a responsibility of management, both in the private and public sector, to regard organisational commitment and job satisfaction as an essential determinant of employee motivations, productivity and turnover intention thereby, resulting in the effectiveness and efficiency of the organisation (Luddy, 2005).

An organisations most valuable resource is its personnel therefore the retention of specialist and scarce skills personnel is a top priority. Since data on employees who leave the organisation voluntarily is typically difficult to obtain, researchers often focus on the most direct determinant of turnover, intention to remain (Currivan, 1999).

One way to address the issue of employee turnover intention is to understand the organisational commitment and job satisfaction levels of employees. Currivan (1999) defined job satisfaction as “the degree of positive emotion an employee has towards a work role” (p. 497) whereas, Allen and Meyer (1990, p. 14) conceptualised commitment as “a psychological state linking an individual to an organization (i.e., makes turnover less likely).” Therefore as determined by Currivan (1999) “satisfaction denotes positive emotions toward a particular job, organizational commitment is the degree to which an employee feels loyalty to a particular organization” (p. 497).

For the SANDF, the job satisfaction of its employees means soldiers, sailors and airmen that are motivated and committed to attaining the goals and objectives as mandated by the Constitution of South Africa. Research has found that organisational commitment is positively correlated with job satisfaction while negatively correlated to turnover intention (Allen & Meyer, 1990; Angle & Perry, 1981; Porter, Steers, Mowday & Boulian, 1974). By increasing organisational commitment, organisations can have a positive influence on factors such as job satisfaction and turnover intention (Allen & Meyer, 1990; McFarlane Shore & Martin, 1989).

### 1.3 RESEARCH OBJECTIVES

The intention is to highlight to the leadership cadre the importance of the organisational-employee relationship and provide a rationale for the organisation to have strategies, complimentary to existing retention strategies and incentive schemes, in place for promoting satisfaction and commitment in ways that will serve the employees and SANDF alike.

The aim of this study is to determine the relationship between organisational commitment and job satisfaction, and to establish if there is a relationship between job satisfaction and the three organisational commitment components of commissioned officers within an Arm of the SANDF.



The main objective of this study is to investigate the relationship between organisational commitment and job satisfaction in order to answer the following questions:

- Is there a relationship/association between organisational commitment and job satisfaction?
- What is the strength of the relationship/association between the variables organisational commitment and job satisfaction?
- Examine the relationship between selected demographic variables and the core independent and dependent variables

Based on the research objectives of the study the hypothesis are as follows:

- Hypothesis 1: There is a statistically significant relationship between organisational commitment and job satisfaction.
- Hypothesis 2: There is a statistically significant relationship between organisational commitment and the five facets of job satisfaction.
- Hypothesis 3: There is a statistically significant relationship between job satisfaction and the three components of organisational commitment.
- Hypothesis 4: There is a difference between the organisational commitment and job satisfaction scores of males and females.
- Hypothesis 5: There is a difference between the organisational commitment and job satisfaction scores of the different occupational classes groups.
- Hypothesis 6: There is a difference between the organisational commitment and job satisfaction scores of the different tenure groups.

#### 1.4 DEFINITIONS

#### 1.4.1 JOB SATISFACTION

Locke (as cited in Saari & Judge, 2004, p. 401) defines job satisfaction as “ a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. According to Ivancevich & Matteson (2002, p.121) job satisfaction is defined as ” an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between individual and organization”.

#### 1.4.2. ORGANISATIONAL COMMITMENT

Research on the construct organisational commitment has come up with a variety of definitions however; most definitions describe the construct in terms of Mowday, Steers and Porter (1979, p.226) three dimensions focusing on affective attachment. (a) The extent to which employees identify with, involvement in, acceptance of, and, support the achievement of organisational goals and values. (b) A willingness to apply energy on behalf of the organisation. (c) A strong desire to remain in that organisation, (Allen & Meyer, 1990; Eslami & Gharakhani, 2012; Mowday, et al., 1979; Porter et al., 1974). Therefore highly committed employees desire to remain with their employing organisation (Cohen, 1993).

#### 1.5 CHAPTER OUTLINE

The research report consists of six chapters outlined as follows:

- Chapter 1: Introduction and Problem Statement: This chapter contextualises the research topic through an introduction, problem statement and the research objectives. The aim of which is to determine the relationship between organisational commitment and job satisfaction, and to establish if there is a relationship between the three organisational commitment components and the five job satisfaction facets within the sampled organisation.

- Chapter 2: Literature Review of Job Satisfaction: This chapter provides a review of literature discussing the theoretical basis relating to job satisfaction.
- Chapter 3: Literature Review of Organisational Commitment: This chapter provides a review of literature discussing the theoretical basis relating to organisational commitment.
- Chapter 4: Research Methodology: This chapter explains the research methodology and the use of non-probability sampling design and descriptive and inferential statistical techniques from a quantitative perspective.
- Chapter 5: Data Analysis and Findings: This chapter presents the results of the data analysis and interpretation of the findings.
- Chapter 6: Summary, Conclusions and Recommendations: This chapter summarises the results and looks at the main findings and conclusions based on the data analysed. Recommendations will also be made.

## 1.6 CONCLUSION

The chapter highlighted that the level of job satisfaction of employees correlates to their level of commitment and its impacts on the relationship to turnover intention; low levels of satisfaction results in decreased organisational commitment, which has an influence on turnover intention. It is from this research that it can be construed that it is a responsibility of management, to regard organisational commitment and job satisfaction as a determinant of employee motivations, productivity, resulting in the effectiveness and efficiency of the organisation. Therefore, the aim of this study is to examine the relationship between organisational commitment and job satisfaction of commissioned officers within an Arm of the SANDF.



## CHAPTER 2: REVIEW OF LITERATURE OF JOB SATISFACTION

### 2.1 INTRODUCTION UNIVERSITY of the WESTERN CAPE

Satisfaction and commitment focuses on employee's alignment towards their work and an organisation. The following two chapters will provide a literature review of the two core variables. The literature review will be by exploring the concepts of job satisfaction followed by organisational commitment and thereafter the relationship between the two variables.

### 2.2 THE CONCEPT OF JOB SATISFACTION

Job satisfaction is one of the most extensively studied and measured construct in organisational behaviour literature (Currivan, 1999). Its role in the employee's decision to remain or quit the organisation has been well documented (Angle & Perry, 1981).

### 2.3 DEFINITIONS

Locke (as cited in Saari & Judge, 2004, p. 401) defines job satisfaction as “ a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. According to Ivancevich & Matteson (2002, p.121) job satisfaction is defined as ” An attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between individual and organization”. A key term within this definition is attitude. Rosenberg (1960) as cited in Visser and Coetzee (2005, p. 62) proposed that attitude has both an affective and cognitive component and that “the strength of an attitude is influenced by the consistency or agreement between the affective and cognitive components of the attitude”.

Spector (1997) (as cited in Lumley, Coetzee, Tladinyane, & Ferreira, 2011) emphasises that in order to understand employees attitudes it is important to understand the various facets of job satisfaction. Spector (1997) defined a facet of job satisfaction as “any part of a job that produces feelings of satisfaction or dissatisfaction” (as cited in Lumley et al., 2011, p.102). It has also been well researched that these facets are interrelated. Facets include the work itself, pay, promotion, supervision, and co-workers.

## 2.4 THEORIES OF JOB SATISFACTION

### 2.4.1 INTRODUCTION

Cambell, Dunnette, Lawler and Weik (1970) (as cited in Siddika, 2012) divided theories of job satisfaction into content and process theories. Content theories attempt to explain factors which may influence employees job satisfaction or dissatisfaction whereas the aim of the process theories as defined by Gruneberg (1979) is “to describe the interaction between variables in their relationship to job satisfaction” as cited in Gordi (2006, p. 36).

### 2.4.2 CONTENT THEORIES

#### 2.4.2.1 MASLOWS NEEDS HEIRARCHY THEORY

Abraham Maslow's Needs Hierarchy Theory determined that there are five levels of needs that humans and as such employees need to meet. The focus is on first achieving the lowest order or basic need and there after work towards achieving the next higher or more complex needs. Maslow explained the needs in terms of a hierarchical triangle comprising of five needs identified as physiological needs, safety, social or belongingness/love, esteem, and self-actualisation. (Hassard, Teoh & Cox, 2015; Kaur, 2013). Kaur (2013) further divided the needs into two groups namely deficiency needs (physiological needs, safety, social or belongingness/love) and growth needs (esteem, and self-actualisation).

Maslow's Hierarchy of Needs Theory was initially developed in order to explain human motivation in general. According to Maslow (as cited in Kaur, 2013, p.1061) "if individuals grow up in an environment where their needs are not met then they will not function as healthy and well-adjusted individuals". The theory and its underlying principles can be transferred to an organisational setting and as such has been used in the research and understanding of job satisfaction as motivational factors have been proved to increase employee job satisfaction which in turn improves performance of both employees and the organisation. (Hassard et al., 2015)

In the organisational setting an adequate compensation, additional financial rewards, incentives or medical aid funding or assistance are examples of benefits that an organisation provides its employees which contribute to the employees meeting basic first order physiological needs. Job security or a safe working environment is ways in which organisations can promote attainment of the safety needs.

Hassard et al. (2015) highlighted that if organisations want to promote job satisfaction they should strive to meet employee's basic needs before proceeding to higher order needs. According to Hassard et al. (2015) this approach however does not consider the cognitive process of employees and, in general, there is little empirical research as such it is losing popularity.

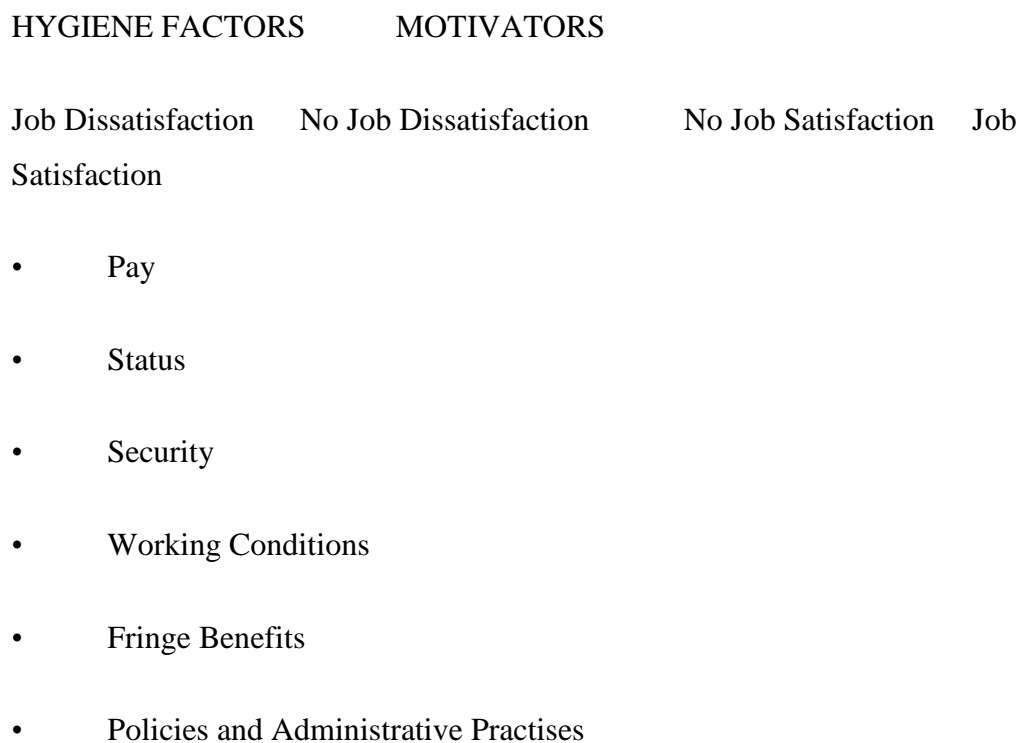
#### 2.4.2.2 HERZBERG TWO-FACTOR THEORY

Frederick Herzberg focused on job satisfaction as a key component of motivation. The Herzberg Two-Factor Theory divided work into motivators, associated with job satisfaction and hygiene factors associated with job dissatisfaction (Gordon, 1999)

Motivators were explained as those aspects of the job content that assist in satisfying higher-order needs resulting in job satisfaction. Motivating factors such as autonomy, pay and benefits, responsibilities, creativity, recognition and achievement needs to be met in order to encourage employees to exert effort, improve performance and increase job satisfaction. (Gordon, 1999; Hassard et al., 2015).

Hygiene Factors were explained as those features of the job context such as working conditions, organisational policies, structures and practices, relationship with colleagues and supervisors and job security, that if improved reduces dissatisfaction in employees and as such may increase the impact of the motivators (Gordon, 1999; Hassard et al., 2015).

Figure 1: Hertzberg Two-Factor Theory



- Interpersonal Relations
- Challenging Work
- Recognition for Accomplishments
- Feeling of Achievement
- Increased Responsibility
- Opportunity for Growth and Advancement
- The Job Itself
- Meaningful Work

Figure 4-3: Herzberg Two-Factor Theory (Gordon, 1999, p. 93)

According to Gordon (1999) Herzberg postulated that motivators increase employee satisfaction and hygiene factors decreases job dissatisfaction. However the two factors are viewed independently and as such an employee can be neither satisfied nor dissatisfied. If hygiene factors are satisfied it implies that employees are not dissatisfied but not necessarily satisfied as this is dependent on motivators being satisfied. (Hassard et al., 2015).

Herzberg's two-factor theory received little empirical support because of the problem of labelling aspects of the job as either a motivator or hygiene factor as certain aspects can fall within both areas, such as pay/wages. (Gordon, 1999).

### 2.4.3 PROCESS THEORIES

Process theorists, such as Gruneberg (1979) postulates that job satisfaction is determined not only by the job and its context but also by "the needs, values and expectations that individuals have in relation to their job" (as cited in Gordi, 2006, p. 37).

#### 2.4.3.1 ADAMS EQUITY THEORY



According to Beehr (1996) as cited in Gordi (2006, p. 37) the equity theory postulates “that job satisfaction is caused by “the inverse of one or more discrepancies between the perceived nature of the job and some other state”. (Beehr, 1996, p.70). The lower the discrepancy, the more satisfied the employees are. According to Ivancevich and Matterson (2002, p. 162) “the essence of equity (which also means fairness) theory is that employees compare their efforts and rewards with those of others in similar work situations”.

The equity theory postulates that equity is experienced by employees when the relationship between their efforts to rewards is equivalent to the relationship of other employees, a result of perceived inequity could be employees experiencing dissatisfaction. (Ivancevich & Matterson, 2002).

#### 2.4.3.2 LOCKE’S RANGE OF AFFECT THEORY

“Edwin A. Locke’s Range of Affect Theory is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job.” (Kumar & Singh, 2011, p. 12).

Additionally the theory states that the value employees place on a given facet of work moderates how satisfied or dissatisfied they are when the expectations are met or not met. An employee’s satisfaction, who values a specific work facet, will be influenced either positively or negatively compared to others whom don’t value that facet. (Dugguh & Dennis, 2014; Kumar & Singh. 2015).

### 2.5. FACTORS INFLUENCING JOB SATISFACTION

According to Luthans (2011, p. 142) five dimensions were formulated and have been extensively researched and used to measure job satisfaction over the years as “they represent the most important characteristics of a job about which employees have affective responses”. They are the work itself, pay, promotion, co-workers and supervision.

#### 2.5.1 WORK ITSELF

Luthans (2011) described the work itself as “The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.” (p. 142) and that “The content of the work itself is a major source of job satisfaction” (p. 142).

Research indicates that satisfaction is higher when employees are mentally challenged, provided with opportunities to use their skills, knowledge and abilities within a variety of tasks and functions. (Luthans, 2011 & Lumley et al, 2011).

### 2.5.2 PAY

Luthans (2011) described pay as “the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization. (p. 142). Pay and benefits are considered as multidimensional factors/dimensions in job satisfaction as they assists employees in achieving not only the lowest level physiological and security needs but may also assist in providing the higher level needs. Research has shown that employee’s perceptions with regards the importance of their contribution to the organisation can be interpreted by the financial allocation they receive which assists in achieving higher level needs such as belonging (Luthans, 2011).

### 2.5.3 PROMOTION

Promotion is viewed as the possibility of advancement within the organisation (Luthans, 2011). Research has indicated that due to the different forms of, and accompanying rewards associated with, promotion opportunities have a varying effect on job satisfaction (Luthans, 2011). According to Luthans (2011) an individual who is promoted based on performance would experience more satisfaction than one that is promoted purely on the basis of seniority. The associated pay, recognition or rewards associated with the promotion would influence the degree of satisfaction, the more the associate benefits the higher the satisfaction.

Luthans (2011) however indicates that due to the flattening of organisations and the limited opportunities for promotions within organisations as opposed to 20 years ago a positive work environment in which employees are encouraged, supported and given opportunities for intellectual growth and skills development may for many be more important than promotion opportunities.

#### 2.5.4 CO-WORKERS

Luthans (2011) described co-workers as the “degree to which fellow workers are technically proficient and socially supportive” (p. 142) Research has shown that friendly, cooperative and proficient co-workers are modest sources of job satisfaction for individuals. Additionally, jobs that required interdependence between co-workers will have higher satisfaction (Luthans, 2011, p. 143).



#### 2.5.5 SUPERVISION

According to Luthans (2011) supervision is “the abilities of the supervisor to provide technical assistance and behavioural support.” (p. 142) which is a determinant of job satisfaction. According to Robbins (1993) as cited in Lumley et al. (2011) “satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees’ opinions and shows personal interest in them” (p. 103).

According to Luthans (2011, p. 143) “there are two dimensions of supervisory styles that affect job satisfaction. One is employee-centeredness, which is measured by the degree to which a supervisor takes a personal interest and cares about the employee the other dimension is participation or influence.”

### 2.6 CONSEQUENCES OF JOB SATISFACTION

#### 2.6.1 VOLUNTARY TURNOVER

Price (as cited in Currivan, 1999) referred to turnover as the “actual movement across the membership boundary of an organization.” (p.497). It is considered a voluntary cessation of the employees-organisation relationship. Previous and recent research on turnover intention behaviours in the workplace, have found that turnover intention is an important predictor of actual turnover behaviour in organisations (Benson, 2006; Jaros, 1997; Price & Mueller, 1981). By understanding, why employees voluntarily leave an organisation, managers and organisations can focus on cultivating the employee-organisation relationship, in an effort to reduce voluntary turnover and the associated loss of qualified and skilled employees.

Turnover, which is voluntary, can be very costly for organisations considering the extent of investment made in the recruitment, selection and training and development of members. The cost to organisations can be either direct or indirect costs. Direct costs include, but are not limited to, the recruitment, selection and training and development cost incurred by the organisation on employees who voluntarily turnover and their replacement (Dess & Shaw, 2001). The cost of learning, a decreased moral and pressures placed on existing employees are some of the indirect costs associated with voluntary turnover (Dess & Shaw, 2001). Currivan (1999) indicated that organisations should focus on turnover intent and not actual turnover behaviour. Therefore, organisations should focus on determining the factors that are behind the intention to turnover. Organisations then have access to information on which to develop or amend strategies, policies or procedures, with the aim of mitigating the cessation of the employee-organisation relationship.

## 2.6.2 TURNOVER INTENTION

Ajzen’s (1991) Theory of Planned Behaviour indicated that the immediate predecessor of behaviour is thought to be intentions, and therefore the best predictor of turnover should be turnover intention (Ajzen, 1991; Ajzen, 2001; Martin & Roodt, 2008; Tett & Martin, 1993). In support, research findings have shown moderate to strong correlations between turnover intention and actual

turnover. (Benson, 2006; Price & Mueller, 1981) therefore sustaining Ajzen's (1991) Theory of Planned Behavior.

The relationship between job satisfaction and turnover intention has long been established. Numerous studies have reported a significant negative correlation between job satisfaction and turnover intention (Martin & Roodt, 2008; Randhawa, 2007). This shows that the higher the levels of job satisfaction the lower the intention to abandon the employee-organisational relationship (Martin & Roodt, 2008; Randhawa, 2007).

## 2.7 CONCLUSION

The literature review began by exploring the concepts of job satisfaction as it is one of the most extensively studied and measured construct in organisational behavior literature. Thereafter content and process theories of job satisfaction were discussed followed by the factors that influence job satisfaction and the consequences of job satisfaction. The next chapter will explore the concept of organisational commitment.

## CHAPTER 3: LITERATURE REVIEW OF ORGANISATIONAL COMMITMENT

### 3.1 INTRODUCTION

Commitment in the workplace has the potential to influence organisational effectiveness and efficiency (Meyer & Herscovitch, 2001). Mowday et al (1979) and Angle and Perry (1981) explained organisational commitment as the strength of the individual's identification with, involvement in, and commitment to support and attain organisational goals. Mowday et al. (1979) further included the individual's willingness to apply energy on behalf of and the desire to remain in the organisation. Whereas Allen and Meyer (1990) and Mathieu and Zajac (1990) suggested that organisational commitment is a psychological state or a bond, respectively, linking the individual to the organisation.

### 3.2 DEFINITION OF ORGANISATIONAL COMMITMENT

Organisational commitment research and literature has come up with a variety of definitions however; most definitions describe the construct in terms of Mowday et al, (1979, p.226) three dimensions focusing on affective attachment. (a) The extent to which employees identify with, involvement in, acceptance of, and, support the achievement of organisational goals and values. (b) A willingness to apply energy on behalf of the organisation. (c) A strong desire to remain in that organisation, (Allen & Meyer, 1990; Eslami & Gharakhani, 2012; Mowday et al.,

1979; Porter et al., 1974). Therefore highly committed employees desire to remain with their employing organisation (Cohen, 1993).

According to O'Reilly and Chapman (1986), dimension (a) focuses on the psychological basis for attachment while dimensions (b) and (c) are considered to be consequences of commitment and not antecedents of commitment (as cited in Cohen, 2007).

### 3.3 THREE COMPONENT MODEL OF ORGANISATIONAL COMMITMENT

Allen and Meyer developed the three-component model of organisational commitment comprising of three dimensions of commitment namely; affective commitment, continuance commitment and normative commitment. Research has indicated that there is a clear overlap between Mowday et al, (1979) conceptualisation of commitment and Allen and Meyer's three-component model particularly the affective component. For the purpose of this study Allen and Meyer's three-component model will be utilised, in order to not limit the research parameters to the affective concept of commitment only.

#### 3.3.1 AFFECTIVE COMMITMENT

Allen and Meyer (1990; 1991) suggested that the affective dimension of organisational commitment refers to employees' emotional attachment to, identification with, and involvement in, the organisation. Therefore employees with strong emotional attachments and high levels of identification and involvement in the organisational would tend to remain with the organisational not because they have to or ought to but because they want to (Allen & Meyer, 1990; Meyer & Allen, 1991).

#### 3.3.2 CONTINUANCE COMMITMENT

The continuance dimension refers to the extent to which the employees feel committed to the organisation due to the costs associated with leaving the organisation. Contrary to affective commitment employees who feel the costs associated with leaving the organisation are too high would remain with the organisation because they need to and not because they want to. (Allen & Meyer, 1990; Meyer & Allen, 1991).

### 3.3.3 NORMATIVE COMMITMENT

The normative dimension refers to the employee's feelings of responsibility or obligation to remain with the organisation. Contrary to the affective and continuance dimensions of commitment employees with strong normative commitment feels that they should or ought to remain with the organisation out of responsibility or obligation (Allen & Meyer, 1990; Meyer & Allen, 1991).

Figure 2 graphically presents Meyer and Allen's Three Component Model of organisational commitment and the variables considered to be their antecedents, correlates and consequences (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). The left hand side represents the variables hypothesised to be antecedents of the affective, continuance and normative commitment with the right hand side representing those variables considered as consequences of organisational commitment.

Figure 2: Three Component Model of Commitment

Figure 2: Three Component Model of Commitment (Meyer et al., 2002)

## 3.4 ANTECEDENTS OF ORGANISATIONAL COMMITMENT



Research on the antecedents of organisational commitment divide antecedents into two factors namely; personal characteristics and situational attributes. Personal characteristics are individually determined including age, tenure in the organisation, level of education and gender of employees. Whereas situational attributes are variables that are mediated by organisational policies, structures and practises (Kassahun, 2005).

#### 3.4.1 AGE

Age is one of the most common personal characteristics researched in order to determine its effect on commitment. Numerous studies as cited in Kassahun (2005) have found that there is a positive relationship between employee's age and levels of commitment. Mathieu and Zajac (1990) conducted a meta-analysis and found that there is a medium positive correlation and that the relationship was typically attributed to limited alternative opportunities and higher cost involved in leaving an organisation as age increase. (Mathieu & Zajac, 1990). Furthermore, Meyer and Allen (as cited in Mathieu & Zajac, 1990 ) suggested that "older workers become more attitudinally committed to an organization for a variety of reasons, including greater satisfaction with their jobs, having received better positions, and having "cognitively justified" their remaining in an organization." (p. 177).

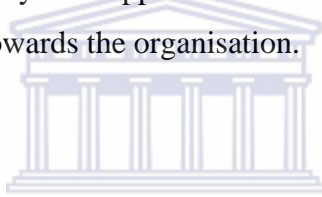
#### 3.4.2 TENURE

Research conducted by Meyer and Allen (as cited in Kassahun, 2005) on the effect of tenure in an organisation and commitment have found that entry level and senior management levels of employees showed greater commitment than middle management. Research concluded that numerous factors could impact on commitment levels. Some theorise that employees in senior management levels have remained within the organisation long enough to be competent and confident in their positions additionally, the length of service has an influence in an employee identifying with the organisation (Kassahun, 2005) Another contributing factor for senior management may be the cost associated with leaving the organisation. Financially it may make more sense to remain than to seek

alternative employment. Mathieu and Zajac (1990) concluded that the longer employees remain within an organisation the greater the side-bets. Employees only starting in an organisation are expecting to be committed to the organisation they joined which result in higher levels of commitment.

### 3.4.3 LEVELS OF EDUCATION

Mathieu and Zajac (1990) conducted a meta-analysis on the relationship between levels of education and commitment and found a small negative relationship between the two. Mowday et al (1982) as cited in Mathieu and Zajac (1990, p 177) concluded that “this inverse relationship may result from the fact that more educated individuals have higher expectations that the organization may be unable to meet” Mathieu and Zajac (1990) argued that the more educated a employees is the more alternative employment opportunities may be available and as such don't have high commitment towards the organisation.



### 3.4.4 GENDER

Earlier research conducted on the effect of gender and commitment found that women tended to be more committed and it was deduced that this was due to the fact that they were entering organisations which previously were male dominated and as such woman had to work harder and have more to prove and in such felt more committed to the organisation. Contrary to previous research Mathieu & Zajac (1990) found in their meta-analysis research that recent studies in general have not shown a consistent relationship between gender and organisational commitment.

## 3.5 CONSEQUENCES OF ORGANISATIONAL COMMITMENT

### 3.5.1 JOB PERFORMANCE

Meyer et al. (2002) meta-analysis on the relationship between the three components of commitment and their consequences, and Meyer, Stanley and Parfyonova's (2012) research on employee commitment demonstrated that affective commitment was more strongly associated with job performance, than normative commitment and that continuance commitment was often determined to be unrelated or negatively related to organisational commitment.

### 3.5.2 TURNOVER

Numerous studies investigated the concept of organisational commitment and its relationship with turnover intention (Cohen, 1993) most studies point out that organisational commitment is a powerful predictor of turnover intention (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Powell & Meyer, 2004) Studies such as those by Angle and Perry (1981), Allen and Meyer (1990), Mathieu and Zajac (1990), Mowday et al. (1979) and Muchinsky (2003) on the relationship between organisational commitment and turnover intentions have suggested that commitment has a strong negative effect on turnover intention. Research by Lee, Ashford, Walsh and Mowday (1992), Meyer and Allen (1996) and more recently Gunter, Haerani and Hasan (2012) reported that the correlation between the three dimensions of organisational commitment and turnover intention were all negative.

Affective commitment was found to be the strongest predictor of turnover intention, postulated on its attitudinal and emotional attachment to an organisation (Gunter, Haerani & Hasan, 2012; Liou & Nyman, 1994; Meyer & Herscovitch, 2001). Therefore, employees who are committed to an organisation would want to remain with such an organisation (Allen & Meyer, 1990), which may have a positive effect on the retention of skilled and experienced employees.

### 3.6 RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT AND JOB SATISFACTION

Studies such as those by Angle and Perry (1981) and Mowday et al., (1979) has indicted that job satisfaction has been shown to be significantly related to

organisational commitment. Research has reported a significant association between organisational commitment and job satisfaction, however the causal relationship between job satisfaction and organisational commitment and its effect on turnover intention is often contradictory. (Currivan, 1999; McFarlane et al., 1989). Some studies such as those of Mathieu and Zajac (1990) have found that although organisational commitment and job satisfaction influence turnover intentions, commitment is more strongly correlated to turnover intention than job satisfaction. In Contradiction studies have also found that job satisfaction correlates more strongly with turnover intention than does commitment (Martin & Roodt, 2008; Tett & Meyer 1993). Currivan (1993) however reported that job satisfaction and commitment have a false relationship due to common determinants. Further studies as those of Price and Mueller (1981), Mathieu and Farr (1991) and Martin and Roodt (2008) concluded that a reciprocal relationship between job satisfaction and organisational commitment exists.

Although research studies on the relationship between organisational commitment and job satisfaction seems to be contradictory (Currivan, 1999) the general agreement is that there is a positive relationship between the two constructs (Eliyana, Yusuf & Prabowo, 2012; Eslami & Gharakhani, 2012; Lumley et al., 2011; Mathieu & Zajac, 1990). Overall there is more evidence indicating that job satisfaction influences organisational commitments and is therefore an antecedent of commitment.

### 3.7 CONCLUSION

The literature review of organisational commitment began by defining commitment and explaining its components in terms of Allen and Meyers Three Component Model of organisational commitment. Thereafter the antecedents and consequences of organisational commitment were discussed.



## CHAPTER 4: RESEARCH METHODOLOGY

### 4.1 INTRODUCTION

Theodorson and Theodorson (as cited in the Reber & Reber, 2001) defined research as “any honest attempt to study a problem systematically or to add to (our) knowledge of a problem may be regarded as research” (p. 626) and methodology as “the formulation of systematic and logically coherent methods for the search of knowledge” (p. 434) The methodology is therefore the methods and

procedures by which knowledge and understandings are achieved. For the purpose of this research a quantitative survey methodology was utilised in order to assess levels of organisational commitment and job satisfaction and the relationship between the two variables.

In the previous chapters factors influencing job satisfaction and organisational commitment were discussed. This chapter delineates the research methodology used in the investigation of job satisfaction, organisational commitment and their hypothesised relationships. Further, it focuses on the population, sampling methods and procedures, research instruments and the method of analysis used to assess the hypotheses proposed in this research. The research instruments were in the form of a questionnaire comprising of three sections namely a biographical questionnaire, Job Descriptive Index (JDI) questionnaire and an Organisational Commitment Scale (OCS). The ethical consideration of the study concludes the chapter.

#### 4.2 POPULATION

The population for the current research comprised of 337 functionally qualified Core Service System contract male and female commissioned officers, within the rank parameters of Ensign to Commander, on salary levels C2 to C6, across the following occupational divisions and classes, namely Operational, Personnel, Logistics and Technical.

#### 4.3 SELECTION OF THE SAMPLE AND SAMPLE SIZE

A non-probability sampling design by means of a convenience sampling method was used for the purpose of this study. The justification for this method is due to the limited geographical area of the population, the availability of respondents and lastly the researcher's knowledge of the environment (Sekaran, 2003). A limitation to this method is that because the sampling is deliberate and the limited specified geographic area of the study the researchers may not be able to make broad generalisations.

The sample excluded all Engineering and Naval Technical (Mun) Officer. These two occupational classes only make up 4% of the population and therefore due to their demographic characteristics the confidentiality of their responses could not be ensured.

A sample size between thirty and five hundred subjects is appropriate for research according to Sekaran (2003). For the purpose of this investigation a total of 126 questionnaires were distributed and 62 respondents (n=62) returned completed questionnaires. Thus a response of 49.2% was achieved.

#### 4.4 PROCEDURES FOR DATA GATHERING

The researcher received permission from the Senior Director via the Human Resources Director to conduct the study within the organisation. A cover letter accompanied the research questionnaires explaining the purpose and objectives of the research, providing detailed instructions and emphasising the importance of ethical considerations. These considerations included that participation in the study was voluntary, anonymous and confidential.

#### 4.5 RESEARCH INSTRUMENTS

The research instruments used for the data gathering purpose of this research was in the form of a questionnaire, comprising of three sections.

Section A: Biographical Questionnaire

Section B: Job Descriptive Index

Section C: Organisational Commitment Scale

Dessler (as cited in Luddy, 2005) indicates that there are numerous advantages of using questionnaires as a means of data collection namely; it is a quick and efficient way of gathering data from a large number of respondents, it is less time consuming, inexpensive and less intrusive or disturbing when compared to

conducting interviews. Another advantage of utilising questionnaires is that respondents' anonymity can be ensured.

There are however major drawbacks in using questionnaires as outlined by Bless and Higson-Smith (as cited in Luddy, 2005), namely; “the response rate for questionnaires tends to be low, the literacy levels of respondents are not known to the researcher in advance; and the researcher runs the risk of receiving incomplete questionnaires that will have to be discarded”. The author however deduced that the disadvantage of unknown literacy levels should be negligible due to the pre-requisite minimum level of education required for placement within the organisation.

#### 4.5.1 BIOGRAPHICAL QUESTIONNAIRE

The biographical questionnaire was included in order to determine if organisational commitment and job satisfaction levels differ based on biographical variables. Participants provided the following personal information in the completion of the questionnaire:

- Gender
- Age
- Marital Status
- Educational Level
- Occupational Class
- Rank
- Tenure
- Salary Grade

#### 4.5.2 JOB DESCRIPTIVE INDEX



The JDI was developed by Smith, Kendall, and Hulin in 1969 and has been described as one of the most popular and widely used measures of job satisfaction (Gebremichael & Prasada Rao, 2013; Stanton, Sinar, Balzer, Julian, Thoresen, Aziz, Fisher, & Smith, 2001). The JDI measures employees' job satisfaction around five facets namely satisfaction with the work itself, pay, promotion, co-workers and supervision. Each scale contains 9 or 18 one word or short phrases describing aspects of the respondents' work experience (Kinicki, McKee-Ryan, Schriesheim, & Carson 2002) and used to elicit a response in term of the respondent's level of satisfaction within the five facets. According to Cooper and Locke (2000, p. 172) as cited in Gebremichael and Prasada Rao (2013, p17) "the JDI is reliable and has an impressive array of validation evidence behind it."

#### 4.5.2.1 RELIABILITY OF THE JDI

According to the Reber and Reber (2001) "reliability in psychological testing (and in measurements generally), a generic term for all aspects of the dependability of a measurement device or test. The essential notion here is consistency, the extent to which the measurement device or test yields the same approximate results when utilized repeatedly under similar conditions" (p. 621).

Numerous studies have found the internal consistency of the JDI to consistently shown  $> .70$  for all subscales. A study of sixty male employees from two electronic plants found the internal consistency for the facets to be 0.85 for work, 0.86 for pay, 0.84 for promotion, 0.88 for supervision and 0.81 for co-workers (Smith, Kendall, & Hulin, 1975).

#### 4.5.2.2 VALIDITY OF THE JDI

According to Reber and Reber (2001) validity "in testing, of any instrument, device or test, the property of measuring that which it is purported is being measured" (p 781). Numerous research and meta-analysis of the measurement properties of the JDI have found that content, criterion-related, and convergent validity are well established.

### 4.5.3 ORGANISATIONAL COMMITMENT SCALE

The OCS has been tested extensively and has established significant support (Allen & Meyer, 1996; Meyer et al., 2002). The OCS measures employees' organisational commitment around three components namely affective commitment, normative commitment and continuance commitment. The OCS comprises of 18 questions, 6 questions for each component.

#### 4.5.3.1 RELIABILITY OF THE OCS

Meyer et al., (2012) conducted a study of three organizations, a mid-size hospital, a youth services provider, and a public health agency and found that all correlation coefficients of the three commitment components were positive, with the strongest being between affective commitment and normative commitment at  $r=.77$ . Gellatly, Meyer and Luchak (2006) conducted a study of permanent full-time and part-time, non-management employees within a health-care organisation with the reliability of affective commitment, normative commitment and continuance commitment being .89, .79 and .77 respectively.

#### 4.5.3.2 VALIDITY OF THE OCS

Numerous researches conducted found satisfactory levels of predictive, convergent, and discriminant validity for the OCS instrument. (Allen & Meyer, 1996; Meyer et al., 2002)

## 4.6 METHOD OF ANALYSIS/STATISTICAL METHODS

The statistical Package for Social Science (SPSS) was used to analyse the data collected. Descriptive and inferential statistical techniques were used in analysis of the data.

### 4.6.1 DESCRIPTIVE STATISTICAL TECHNIQUES

According to Sekaran (2003), descriptive statistical techniques describe the phenomena of interest, with the aim of classifying and summarising numerical

data. Descriptive statistics includes the analysis of data using frequency, measures of central tendency and validity. Frequency and percentages for demographic data will be reported and mean and standard deviation will be primarily used to describe the data obtained from the JDI and OCS.

#### 4.6.2 INFERENCE STATISTICS TECHNIQUES

Inferential statistics techniques allow the researcher to present that data in statistical format in order to facilitate the identification of patterns (Bull, 2005; Sekaran, 2003). The Pearson Product-Moment Correlation Coefficient will be used for the purpose of determining whether a statistically significant relationship exists between organisational commitment and job satisfaction, providing the strength, magnitude and direction of the relationship. Independent sample t-test and one way analysis of variance (ANOVA) will be utilised to examine the relationship between selected demographic variables and the core independent and dependant variables.

##### 4.6.2.1 PEARSON PRODUCT-MOMENT CORRELATION COEFFICIENT

The Pearson Product-Moment Correlation Coefficient is one method of summarising the relationship between two variables into a single value referred to as the correlation coefficient and represented by the symbol “r”. Correlation Coefficients range from -1 to +1. The relationship is stronger the closer the coefficient is to either -1 or +1 and implies little or no relationship when near 0 values is calculated (De Vos, Strydom, Fouche & Delport, 2011; Howell, 1999).

The Pearson Product-Moment Correlation Coefficient was utilised when determining whether a statistically significant relationship exists between organisational commitment and job satisfaction and between job satisfaction and the three components of organisational commitment, providing the strength, magnitude and direction of the relationship. A correlation coefficient closer to +1 will indicate that there is a positive relationship between organisational commitment and job satisfaction and a value closer to -1 will indicate a negative

relationship. For the purpose of the study the strength of the relationship is as indicated in Table 1 below:

Table 1: Strength of the Relationship

	Coefficient, r	
Strength	Positive	Negative
Weak	0.1 to 0.3	-0.1 to -0.3
Moderate	0.3 to 0.5	-0.3 to -0.5
Strong	0.5 to 1.0	-0.5 to -1.0

#### 4.6.2.2 ONE WAY ANOVA ANALYSIS

The one-way ANOVA is a statistical technique used to compare the mean of two or more variables, using the F distribution. (De Vos et al., 2011; Howell, 1999) This technique was used in the study to examine the relationship between organisational commitment and job satisfaction between selected demographic variables, namely occupational class and tenure.

#### 4.6.2.3 INDEPENDENT SAMPLE T- TEST

The independent sample t-test is an alternative statistical technique to compare the means of two groups on the same dependent variable (De Vos et al., 2011; Howell, 1999). For the purpose of the study this technique was used to examine the relationship between male and females and the core dependent and independent variables.

#### 4.7 ETHICAL CONSIDERATIONS

The following ethical considerations were ensured throughout the study.

- **Quality and Integrity of the Research:** The researcher ensured that every effort was made to ensure that during the respective phases of the research (that is, the data collection, data analysis, reporting as well as the dissemination of the findings) all ethical standards were strictly adhered to.
- **Informed Consent, Autonomy and Voluntary Participation:** Informed consent was obtained from each participant before they complete the questionnaires. Participants were afforded the right to make an informed decision with regards to their voluntary participation in the study. Including the right to withdraw at any point without any consequences.
- **Confidentiality and Anonymity:** Respondents were ensured that the information provided will remain anonymous as no identifying information was required and all information provided was treated confidentially.

#### 4.8 CONCLUSION

The study will look at firstly determining the levels of organisational commitment and job satisfaction of employee and their relationship and secondly determining whether a statistically significant relationship exists between organisational commitment and job satisfaction by administering a Biographical Questionnaire, JDI and OCS to functionally qualified Core Service System contract male and female commissioned officers, within the rank parameters of Ensign to Commander, on salary levels C2 to C6, across the following occupational divisions and classes, namely Operational, Personnel, Logistics and Technical.

## CHAPTER 5: RESULTS AND DISCUSSION

### 5.1 INTRODUCTION

The current chapter outlines the results obtained in the study. The chapter commences with the results of the biographic questionnaire in the form of frequency and percentage. Thereafter, the descriptive and inferential statistical results are presented.

### 5.2 DESCRIPTIVE STATISTICS

The descriptive statistics calculated for the sample are provided in the sections that follow.

#### 5.2.1 RESULTS OF THE BIOGRAPHICAL QUESTIONNAIRE

The descriptive statistics calculated for the biographical questionnaire is presented in table format, followed by a description of the sample characteristics in the form of frequencies and percentages.

Table 2: Race of the Respondents

Frequency	Percent	Valid Percent	Cumulative Percent
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African	34	54.8	54.8	54.8
Coloured	12	19.4	19.4	74.2
White	16	25.8	25.8	100.0
Total	62	100.0	100.0	

The graphical presentation of the race distribution of the sample is presented in Table 2. The majority of the respondents (n=34 or 54.8%) fall in the category African. Followed by 16 (25.8%) of the respondents in the category White. The minority of respondents are within the Coloured category with a 19.4% (n=12).

Table 3: Gender of the Respondents

Frequency	Percent	Valid Percent	Cumulative Percent
Male	47	75.8	75.8
Female	15	24.2	100.0
Total	62	100.0	100.0

Table 3 presents the percentage of gender distribution of the study. Male respondents comprised 75.8% (n=47) compared to 24.2% (n=15) female respondent's. The sample was therefore representative of a larger number of male respondents than of female respondents.

Table 4: Age of the Respondents

Frequency	Percent	Valid Percent	Cumulative Percent
22-29 years	32	51.6	51.6
30-39 years	26	41.9	93.5
40-49 years	2	3.2	96.8

50 years and older	2	3.2	3.2	100.0
Total	62	100.0	100.0	

Table 4 is a representation of the age distribution of the sample. The majority of the respondents fall between the Age category 22 to 39 years (n=58 or 93.5%).

Table 5: Marital Status of the Respondents

Frequency	Percent Valid	Percent	Cumulative Percent
Single	23	37.1	37.1
Married	37	59.7	96.8
Divorced	1	1.6	98.4
Widowed	1	1.6	100.0
Total	62	100.0	100.0

Table 5 is a representation of the Marital Status of the respondents with the majority of respondents being Married (n=37 or 59.7%). This is followed by 23 (37.1%) of the respondents in the category Single.

Table 6: Educational Level of the Respondents

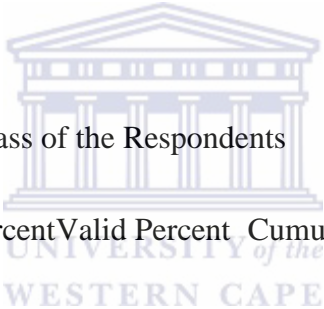
Frequency	Percent Valid	Percent	Cumulative Percent
Standard 10/Grade 12	4	6.5	6.5
3 Years Degree/Diploma	51	82.3	88.7



Honours Degree	5	8.1	8.1	96.8
Masters or Higher Degree	2	3.2	3.2	100.0
Total	62	100.0	100.0	

Table 6 is a representation of the educational level of respondents. The majority of respondents hold a 3 Year Degree or Diploma at 82.3% (n=51). From the table it can be seen that only 7 (11, 3%) respondents are in possession of a post graduate qualification.

Table 7: Occupational Class of the Respondents



Frequency	Percent	Valid Percent	Cumulative Percent	
Naval Technical Officer (Mech)	7	11.3	11.3	11.3
Naval Technical Officer (Elec)	4	6.5	6.5	17.7
Combat Officer (Wet)	33	53.2	53.2	71.0
Provisioning Administration Officer	7	11.3	11.3	82.3
Personnel Officer	11	17.7	17.7	100.0
Total	62	100.0	100.0	

The graphical presentation of the Occupational Class distribution of the sample is presented in Table 7. The majority of the respondents fall in the category Combat

Officer (n=33 or 53.2%). This is followed by 11 (17.7%) of the respondents in the category Personnel Officer. The minority of respondents are within the Naval Technical Officer (Elec) category with a 6.5% (n=4). From the results it can therefore be concluded that the majority of the participants in the study falls within the Combat Officer (Wet) (n=33 or 53.2%) category this is followed by 18 (29%) Support Officers (Provisioning Administration Officer and Personnel Officers) and 11 (17.8%) Technical Officers (Mech and Elec).



Table 8: Rank of the Respondents

Frequency	Percent Valid	Percent	Cumulative Percent
Sub Lieutenant	16	25.8	25.8
Lieutenant	19	30.6	56.5
Lieutenant Commander	15	24.2	80.6
Commander	12	19.4	100.0
Total	62	100.0	100.0

Table 8 is a representation of the Rank of respondents. The majority of respondents are in the Junior Officer cadre namely, Lieutenant rank category at 30.6% (n=19) and Sub-Lieutenant category represents 25.8% (n=16) of

respondents. Senior Officers are the minority of respondents at 24.2% (n=15) for Lieutenant Commanders and 12 (19.4%) for Commanders.

Table 9: Tenure of the Respondents

Frequency	Percent Valid	Percent	Cumulative Percent
3-10 years	29	46.8	46.8
11-20 years	29	46.8	93.5
21-30 years	2	3.2	96.8
over 30 years	2	3.2	100.0
Total	62	100.0	100.0

Table 9 is a representation of the Tenure of respondents. The minority of respondents have more than 21 years of service (n=4 or 6.4%). The majority of the respondents are equally distributed between 3 – 10 years of service and 11 – 20 years of service with n=29 or 46.8% each.

Table 10: Gender and Occupational Class Cross Tabulation

Occupational Class	Total					
	Male	Female	Other	Male	Female	Other
Naval Technical Officer (Mech)	7	4	24	3	9	47
Naval Technical Officer (Elec)						
Combat Officer (Wet) Prov						
Admin Officer						
Personnel Officer						

	Female	0	9	4	2	15
Total	7	4	33	7	11	62

Table 10 is a representation of the demographic distribution of the categories gender and occupational class. The majority of respondents were in the occupational class Combat Officer (Wet) males (n=24). Followed by 9 male personnel officers and 9 Female combat officers. From the data it can be seen that the majority of the respondents in the study are male combat officers (wet). Female respondents are represented mostly within the Combat officer (wet) occupational class.

Table 11: Gender and Tenure Cross Tabulation

Years of Service		Total				
		3-10 years	11-20 years	21-30 years	over 30 years	
Gender	Male	24	19	2	2	47
	Female	5	10	0	0	15
Total		29	29	2	2	62

Table 11 is a representation of the demographic distribution of the categories gender and tenure. The majority of respondents were males with 3 to 10 years of service (n=24). Followed by 19 males and 10 females with 11 to 20 years of service. From the data it can be seen that the majority of the respondents in the study are males with between 3 to 20 years of service. Only 6.45 % of respondents exceed more than 21 years of service. It is assumed that this is due to the “time in rank” policy with regards to promotion and that the majority of personnel with more than 21 years of serves would generally not fall within the rank parameters set for the study.

## 5.2.2 RESULTS OF THE JOB DESCRIPTIVE INDEX QUESTIONNAIRES

The independent variable in this study is job satisfaction and was measured using the 72-item questionnaire developed by Smith, Kendall, and Hulin in 1969, designed to measure 5 dimensions of job satisfaction. The dimensions of overall job satisfaction are satisfaction with the work itself, pay, promotion, supervision and co-workers.

Descriptive Statistics in the form of arithmetic means and standard deviation were used in the analysis of the dimensions assessed by the JDI Questionnaires. Table 12 is a graphical representation of the descriptive statistics for the dimensions of Job Satisfaction.

Table12: Descriptive statistics for the dimensions of Job Satisfaction

	N	Mean	Std. Deviation
Job Descriptive Index	62	202.5645	23.49930
Work	62	46.7903	11.22079
Pay	62	27.9194	6.90283
Promotion	62	29.1935	6.29816
Supervision	62	52.0968	6.17693
Co-workers	62	46.5645	9.11245

Table 12 indicates that the arithmetic means for the work itself, supervision and co-workers are 46.79, 52.09 and 46.56 respectively. A mean of 54 indicates an average level of satisfaction, based on the findings of the study the respondents in the sample are less satisfied with the work they perform, with their co-workers and to a lesser degree with their supervisors. Means of 27.91 and 29.19 were obtained for the subscales of pay and promotion respectively. A mean of 27 indicates an average level of satisfaction based on the findings the respondents are moderately satisfied with their pay and promotion opportunities.

Furthermore a mean score of approximately 216 would indicate an average overall job satisfaction, the findings of the study shows the mean and standard deviation for overall job satisfaction of the sample as 202.56 and 23.49 respectively. It would therefore appear that the respondents of the sample possess below average overall satisfaction as assessed by the JDI.

Table 12, thus in summary, shows that commissioned officers within an Arm of the SANDF are moderately satisfied with their promotion opportunities, followed by the pay they receive. They however, possess below average satisfaction with the supervision they receive, their co-workers and the work itself.

### 5.2.3 RESULTS OF THE ORGANISATIONAL COMMITMENT SCALE QUESTIONNAIRES

The dependent variable in this study is organisational commitment. Allen and Meyer developed the three-component model of organisational commitment comprising of three dimensions of commitment namely; affective commitment, continuance commitment and normative commitment all measured by means of a 24-item questionnaire.

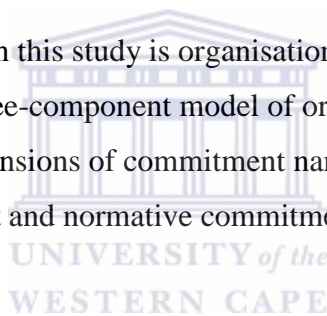


Table 13 is a graphical representation of the descriptive statistics for the dimensions of Organisational Commitment.

Table 13 Descriptive Statistics for the Dimensions of Organisational Commitment

	N	Mean	Std. Deviation
Organisational Commitment Scale	62	52.9516	9.84041
Affective Commitment	62	17.0161	4.70609

Normative Commitment	62	18.6935	4.94093
Continuance Commitment	62	17.2419	3.55143

Table 13 indicates that the arithmetic means for affective commitment, normative commitment and continuance commitment are 17.01, 18.69 and 17.24 respectively. A mean of 24 indicates an average level of organisational commitment on these subscales. Based on the findings of the study the respondents in the sample have below average levels of organisational commitment across all three dimensions of organisational commitment. Furthermore, Table 13 indicates the mean and standard deviation for overall organisational commitment of the sample as 52.95 and 9.84 respectively. As a mean score of approximately 72 would indicate an average level of commitment to the organisation, it may be concluded that respondents of the sample possess significantly below average levels of organisational commitment as assessed by the OCS. Table 13, thus in summary, shows that commissioned officers within an Arm of the SANDF have low organisational commitment across all three components, namely affective, normative and continuance.

### 5.3 INFERENCE STATISTICS

The inferential statistics calculated for the sample are provided in the tables that follow. The inferential statistical methods used for the purpose of testing the research hypothesis include the Pearson Product Moment Correlation Coefficient; Independent t-tests and the One-Way ANOVA.

#### 5.3.1 PEARSON PRODUCT MOMENT CORRELATION COEFFICIENT

The Pearson Product Moment Correlation Coefficient was calculated in order to determine if there a relationship/association between organisational commitment and job satisfaction? Results are presented in Table 14 to 16 below.

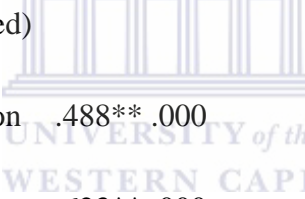
Table 14: Relationship between Organisational commitment and job satisfaction

	JDI	OCS
JDI	Pearson Correlation	1 .681**
OCS	Pearson Correlation	.681** 1

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

In terms of Table 14, based on the results of the study, job satisfaction is strongly related to organisational commitment. There is a significant positive relationship between organisational commitment and job satisfaction ( $r=.681$ ,  $p<0.01$ ).

Table 15: Relationship between Organisational Commitment and the five dimensions of Job Satisfaction



	OCS	Sig (2-tailed)
Work	Pearson Correlation	.488** .000
Pay	Pearson Correlation	.623** .000
Promotion	Pearson Correlation	.266* .037
Supervision	Pearson Correlation	.290* .022
Co-workers	Pearson Correlation	.304* .016

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

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

In terms of Table 15, it can be seen that there is a significant relationship between organisational commitment and the 5 dimensions of job satisfaction and. The relationship depicts a statistically significant moderate positive relationship between organisational commitment and Work ( $r=.488$ ), and a statistically strong



positive relationship with Pay ( $r=.623$ ) significant at the  $p < 0.01$  level. In addition there were also statistically significant relationships between promotion ( $r=.266$ ), Supervision ( $r=.290$ ) and co-workers ( $r=.304$ ) significant at the  $p < 0.05$  level and organisational commitment.

Table 16 Relationship between Job Satisfaction and the three dimensions of Organisational Commitment

	OCS	Sig (2-tailed)
Affective Commitment	Pearson Correlation	.600** .000
Normative Commitment	Pearson Correlation	.646** .000
Continuance Commitment	Pearson Correlation	.195 .129

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

In terms of Table 16, it can be seen that there is a statistically significant strong positive relationship between job satisfaction and the Affective and Normative Commitment components of organisational commitment. The relationship depicts a statistically significant positive relationship between job satisfaction and normative commitment ( $r=.646$ ,  $p < 0.01$ ) and job satisfaction and Affective Commitment ( $r=.600$ ,  $p < 0.01$ ). There is no statistically significant relationship between organisational commitment and continuance commitment.

### 5.3.2 INDEPENDENT SAMPLE T-TEST

The independent sample t-test was calculated in order to examine the relationship between gender and organisational commitment and job satisfaction. Table 17 provides the mean and standard deviation followed by Table 18 which is the independent sample t-test results.

### 5.3.2.1 JOB SATISFACTION AND GENDER

An independent-samples t-test was run to determine if there were differences in job satisfaction between males and females respondents

There were 47 male and 15 female participants. The job satisfaction for male respondents (M = 202.47, SD = 20.17) was lower than female respondents (M = 202.87, SD = 32.69) however, a statistically significant difference was not found, M = - 0.39, 95% CI [-19.21, 18.41], t (17.52) = -0.045, p = .096. The results of the test are as indicated in Tables 17 and 18.

Table 17: Independent Sample T-Test Descriptive Statistics for Job Satisfaction and Gender.

	Gender	N	Mean	Std. Deviation
JDI	Male	47	202.4681	20.17193
	Female	15	202.8667	32.69527

Table 18: Independent Sample T- Test for Job Satisfaction and Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig.	
JDI	(2-tailed)						
	Difference						
							Lower Upper
I	Equal variances assumed	7.752	.007	-.057	60	.955	-
		.39858	7.02642	-14.45351	13.65634		

Equal variances not assumed

.39858	8.93997	-19.21696	18.41980	-.045	17.529	.965	-
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### 5.3.2.2 ORGANISATIONAL COMMITMENT AND GENDER

An independent-samples t-test was run to determine if there were differences in organisational commitment between males and females respondents.

There were 47 male and 15 female participants. The organisational commitment for male respondents (M = 53.81, SD = 9.91) was higher than female respondents (M = 50.26, SD = 9.42). There was homogeneity of variances for organisational commitment scores for males and females, as assessed by Levene's test for equality of variances (p = .860). Male mean organisational commitment score was 53.81, 95% CI [41.54 to 66.08], t (60) = 1.22, p = 0.228 higher than female mean organisational commitment score. However the mean difference was not statistically significant. The results are as indicated in table 19 and 20 below.

Table 19: Independent Sample T-Test Descriptive Statistics for Organisational Commitment and Gender

Gender		N	Mean	Std. Deviation	Std. Error Mean
OCS	Male	47	53.8085	9.91406	1.44611
	Female	15	50.2667	9.42236	2.43284

Table 20: Independent Sample T- Test for Organisational Commitment and Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means			
	F	Sig.	t	df	Sig. (2-tailed)	Mean Diff	Std. Error Diff
		95% Confidence Interval of the Difference					
						Lower	Upper
O C S	Equal variances assumed	.031	.860	1.219	60	.228	
		3.54184	2.90667	-2.27236		9.35605	
	Equal variances not assumed			1.251	24.702	.222	
		3.54184	2.83019	-2.29061		9.37429	

### 5.3.3 ONE WAY ANOVA ANALYSIS: OCCUPATIONAL CLASS AND TENURE

The one way ANOVA test was calculated in order to examine the relationship between occupational class and tenure and the core independent and dependant variables.

The tables that follow are present the findings of the ANOVA analysis for the selected demographic variables.

Table 21: ANOVA Analysis for Occupational Class and Job Satisfaction

Occupational Class	Mean	Std Deviation	N	F	P
Naval Technical Officer (Mech) 008	215.8571	31.22194	7		
Naval Technical Officer (Elec)	199.5000	9.94987	4		
Combat Officer (Wet)	197.4545	19.07238	33		
Provisioning Administration Officer	192.4286	34.20457	7		
Personnel Officer	217.0000	19.31839	11		

The assumption of homogeneity of variances was violated, as assessed by Levene's test for equality of variances for job satisfaction ( $p = 0.032$ ). However, job satisfaction was statistically significantly different for different levels of occupational classes, as assessed by Welch's  $F(4,14.25) = 5.22$ ,  $p = .008$ . From the data, as seen in Table 21, the mean and standard deviation of job satisfaction increased from Personnel officers ( $n = 11$ ,  $M = 217.00$ ,  $SD = 19.32$ ), to Naval Technical Officer (Mech) ( $n = 7$ ,  $M = 215.86$ ,  $SD = 31.22$ ), to Naval Technical Officers (Elec) ( $n = 4$ ,  $M = 199.50$ ,  $SD = 9.95$ ) to Combat Officer (wet) ( $n = 33$ ,  $M = 197.45$ ,  $SD = 19.07$ ), Provisioning Administration Officers ( $n = 7$ ,  $M = 192.43$ ,  $SD = 34.20$ ) occupational classes, in that order.

Table 22: ANOVA Analysis for Occupational Class and Organisational Commitment

Occupational Class	Mean	Std Deviation	N	F	P
Naval Technical Officer (Mech)	62.2857	8.71233	7	4.386	.004
Naval Technical Officer (Elec)	60.2500	4.34933	4		
Combat Officer (Wet)	49.9697	8.84762	33		
Provisioning Administration Officer	48.2857	11.25040	7		
Personnel Officer	56.2727	8.60338	11		

There was homogeneity of variances, as assessed by Levene's test for equality of variances for organisational commitment ( $p=0.565$ ). As determined by Table 22 it can be concluded that organisational commitment was statistically significantly different for different occupational classes,  $F(4, 57) = 4.386$ ,  $p = 0.04$ . The organisational commitment mean increased from Naval Technical Officer (Mech) ( $n = 7$ ,  $M = 62.29$ ,  $SD = 8.71$ ), to Naval Technical Officers (Elec) ( $n = 4$ ,  $M = 60.25$ ,  $SD = 4.35$ ), to Personnel officer ( $n = 11$ ,  $M = 56.27$ ,  $SD = 8.60$ ) to Combat Officer (wet) ( $n = 33$ ,  $M = 49.97$ ,  $SD = 8.85$ ) to Provisioning Administration Officers ( $n = 7$ ,  $M = 48.28$ ,  $SD = 11.25$ ) occupational classes, in that order.

Table 23: ANOVA Analysis for Tenure and Job Satisfaction

Tenure	Mean	Std Deviation	N	F	P
3-10 years	198.0345	22.84964	29	1.197	.319

11-20 years	206.4138	24.71483	29
21-30 years	193.0000	.00000 2	
over 30 years	222.0000	.00000 2	

There was homogeneity of variances, as assessed by Levene's test for equality of variances for job satisfaction ( $p = 0.126$ ). However, as indicted in Table 23 above shows there were no statistically significant differences in job satisfaction,  $F(3,58) = 1.197$ ,  $p = 0.319$ , between the different tenure groups.

Table 24: ANOVA Analysis for Tenure and Organisational Commitment

Tenure	Mean	Std Deviation	N	F	P
3-10 years	53.3793	9.99433	29	.090	.965
11-20 years	52.6552	10.49243	29		
21-30 years	50.0000	.00000 2			
over 30 years	54.0000	.00000 2			

There was homogeneity of variances, as assessed by Levene's test for equality of variances for organisational commitment ( $p=0.108$ ). However as determined for job satisfaction there were no statistically significant differences in organisational commitment,  $F(3,58) = 0.090$ ,  $p = 0.965$ , between the different tenure groups.

#### 4.4 RELIABILITY ANALYSIS

The Cronbach alpha coefficient ranges between 0 and 1 the higher the alpha coefficient the more reliable the scale is considered to be (Howell, 1999).

Table 25: Cronbach Coefficient Alpha for Job Descriptive Index

N	N of items	Coefficient Alpha
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Overall Job Satisfaction	62	72	.904
Work	62	18	.901
Pay	62	9	.897
Promotion	62	9	.836
Supervision	62	18	.713
Co-workers	62	18	.905

Table 25 above shows the reliability coefficient alpha of all the constructs in this study ranging from  $\alpha = .713$  (Supervision) to  $\alpha = .905$  (Co-workers), which is acceptable.

Table 26: Cronbach Coefficient Alpha for Organisational Commitment Scale

N	N of items	Coefficient Alpha	
Overall Organisational Commitment	62	18	.887
Affective Commitment	62	6	.803
Normative Commitment	62	6	.824
Continuance Commitment	62	6	.724

Table 26 above shows the reliability coefficient alpha of all the constructs in this study ranging from  $\alpha = .724$  (Continuance Commitment) to  $\alpha = .887$  (Overall Organisational commitment), which is acceptable.

## 5.5 SUMMARY

There were six hypothesis set for the study based on the research objectives. A summary according to each hypothesis is summarised below:



- Hypothesis 1: There is a statistically significant relationship between organisational commitment and job satisfaction: Results, as indicated in table 14, shows that there is a statistically significant and strong positive correlation ( $r=.681$ ,  $p<0.01$ ) between organisational commitment and job satisfaction.
- Hypothesis 2: There is a statistically significant relationship between organisational commitment and the five facets of job satisfaction: The results found that there is a statistically significant relationship between organisational commitment and the five facets of job satisfaction. Work and Pay were moderately and strongly significant at the  $P<0.01$  levels at  $r=.488$  and  $r=.623$  respectively. In addition there were also weak statistically significant relationships between promotion ( $r=.266$ ), supervision ( $r=.290$ ) and co-workers ( $r=.304$ ) significant at the  $p<0.05$  level and organisational commitment.
- Hypothesis 3: There is a statistically significant relationship between job satisfaction and the three components of organisational commitment: In terms of Table 16, it can be seen that there is a statistically significant strong positive relationship between job satisfaction and the affective and normative commitment components of organisational commitment of  $r=.646$  and  $r=.600$  respectively at a significant,  $p<0.01$  level. There is however no statistically significant relationship between organisational commitment and continuance commitment.
- Hypothesis 4: There is a difference between the organisational commitment and job satisfaction scores of males and females: The results of the study found that there was no statistically significant difference for organisational commitment or job satisfaction scores for between males and females.
- Hypothesis 5: There is a difference between the organisational commitment and job satisfaction scores of the different occupational classes groups: The results of the study found that organisational commitment and job satisfaction was statistically significantly different for different occupational classes

- Hypothesis 6: There is a difference between the organisational commitment and job satisfaction scores of the different tenure groups: The results of the study found that there was no significant difference in organisational commitment or job satisfaction between the different tenure groups.

## CHAPTER 6: DISCUSSION, RECOMMENDATIONS AND CONCLUSION

### 6.1 INTRODUCTION

The preceding chapters discussed the concepts job satisfaction and organisational commitment as reviewed from literature followed by the presentation of the results and findings. This chapter will discuss the findings compared to previous research including providing recommendations and concluding.

### 6.2 DESCRIPTIVE STATISTICS FOR THE SAMPLE

The sample consisted of 62 commissioned officers within a department of the SANDF in the Western Cape. The majority of the respondents are African (N=34 or 54.8%) with the sample being more representative of males (N=47 or 75.8%) than females (N=15 or 24.2%). The majority of the respondents are married (N=37 or 59.7%) and between the age of 22 to 29 (N=32 or 51.6%). 82.3% or N=51 respondents have a 3 year degree or diploma. The majority of the respondents are from the Combat Officer (Wet) Occupational Class (N=33 or 53.2%) and of the rank group Lieutenant (N=19 or 30.6%). The length of service for the majority of respondents are equally between the two categories of years of service of 3 to 10 years and 11 to 20 years at N=29 or 46.8% for both categories.

### 6.3 DESCRIPTIVE STATISTICS FOR THE JOB DESCRIPTIVE INDEX

Table 12 indicates that the mean value for supervision was 52.09, the work itself (46.79), co-workers (46.56), promotion (29.19) and pay (27.91). The average job satisfaction was 202.56, with a standard deviation of 23.49. With respect to the dimensions of job satisfaction a mean of 54 indicates an average level of

satisfaction on the work itself, supervision and co-workers facets. Furthermore, a mean of 27 indicates an average level of satisfaction on pay and promotion opportunities. Table 12, thus in summary, shows that commissioned officers within an Arm of the SANDF are moderately satisfied with their promotion opportunities, followed by the pay they receive. They are however, less satisfied with the supervision they receive, their co-workers and the work itself.

#### 6.4 DESCRIPTIVE STATISTICS OF THE OCCUPATIONAL COMMITMENT SCALE

Table 13 indicates that the arithmetic means for affective commitment, normative commitment and continuance commitment are 17.01, 18.69 and 17.24 respectively. A mean of 24 indicates an average level of organisational commitment on the OCS subscales. It therefore appears that respondents in the sample have low levels of organisational commitment across the affective, normative and continuance commitment subscales. Overall organisational commitment of the sample had a mean value of 52.95 and standard deviation as 9.84 respectively. Table 13, thus in summary, shows that commissioned officers within an Arm of the SANDF have below average levels of organisational commitment across all three components, namely affective, normative and continuance and overall commitment.

#### 6.5 INFERENTIAL STATISTICS FOR THE SAMPLE

Results derived from the research indicates that there is a statistically significant and strong positive correlation ( $r=.681$ ,  $p<0.01$ ) between organisational commitment and job satisfaction.

The above findings are corroboration of research findings that job satisfaction is one of the most significant and important antecedent of organisational commitment. (Mathieu & Zajac, 1990; Williams & Hazer, 1986; Yucel, 2012). Organisational commitment according to Mowday et al. (1979) is viewed as an attachment to the organisation, including its policies, practises, goals and values, while job satisfaction gives emphasis to the actual environment in which

employees carry out their daily tasks and functions. The thought process of Mowday et al (1979) assumed that employees satisfaction towards a specific job and its elements precedes his or her satisfaction towards the organisation in other words organisational commitment. The vast majority of research indicates that there is a positive statistically significant relationship between commitment and satisfaction (Angle & Perry, 1981; Eliyana et al., 2012; Eslami & Gharakhani, 2012; Lumley et al., 2011; Mathieu & Zajac, 1990; Mowday et al., 1979; Williams & Hazer, 1986; Yucel, 2012).

In contradiction to the vast amount of research indicating a positive relationship Currivan (1993) reported that job satisfaction and commitment have a false relationship due to common determinants. Further studies as those of Price and Mueller (1981), Mathieu and Farr (1991) and Martin and Roodt (2008) concluded that a reciprocal relationship between job satisfaction and organisational commitment exists.

In line with studies finding a positive relationship between the two variables and despite Currivan (1993), Price and Mueller (1981), Mathieu and Farr (1991) and Martin and Roodt (2008) conclusions on the nature of the relationship between job satisfaction and organisational commitment the findings of this study, therefore, suggests that the higher the job satisfaction among commissioned officers the more committed they would be to the organisation. As the findings of the study showed that employees had below average levels of organisational commitment and job satisfaction. For human resource practitioners, the implications are that, to improve employees organisational commitment they would first need to improve job satisfaction.

Table 15 depicts that results found that there is a statistically significant relationship between organisational commitment and the five facets of job satisfaction. Work and pay were moderately and strongly significant at the  $P < 0.01$  levels at  $r = .488$  and  $r = .623$  respectively. In addition there were also weak statistically significant relationships between promotion ( $r = .266$ ), supervision

( $r=.290$ ) and co-workers ( $r=.304$ ) significant at the  $p<0.05$  level and organisational commitment.

Suma and Lesha (2013) found a moderate satisfaction with work, supervision and co-workers and less satisfied with pay and promotion. However contrary to this study they only found a positive relationship between work, supervision, co-workers and promotion and organisational commitment and no relationship with pay.

In terms of Table 16, it can be seen that there is a statistically significant strong positive relationship between job satisfaction and the affective and normative commitment components of organisational commitment of  $r=.646$  and  $r=.600$  respectively at a significant,  $p<0.01$  level. There is however no statistically significant relationship between organisational commitment and continuance commitment.

The above research findings are supported by Lumley et al. (2011) who found a statistically significant positive relationship between job satisfaction and affective and normative commitment. Spector (2008) as cited in Lumley et al. (2011) hypothesised that job satisfaction relates more strongly to affective commitment because they both are related ones attitude towards work. Similarly, the positive relationship between job satisfaction and normative commitment suggests that employees who are satisfied with the facets of job satisfaction may feel more indebted to the organisation and as such remain. (Allen & Meyer, 1990; Meyer & Allen, 1991).

The results of the study regarding difference between selected demographic variables and the core dependent and independent variable found that there was no statistically significant difference for organisational commitment or job satisfaction scores between males and females and tenure. However there was a statistically significant difference in organisational commitment and job satisfaction for different occupational classes.

The finding that there is no difference between job satisfaction of males and female is supported by Clark (1997) who conducted a large scale survey in order to examine firstly if there was a difference in job satisfaction between male and female performing identical jobs roles and tasks. Findings of the research indicated that there was no significant difference in satisfaction between male and female employees performing the same job. Numerous studies corroborate the findings that no gender differences exist in job satisfaction (Azim, 2013; Clark, 1997; Mabekoje, 2009; Vlosky & Aquilar, 2009)

In contrary to the above findings Marsden, Kallenberg and Cook (1993) found a small but significant difference indicating that men display higher organisational commitment than women. Men were more satisfied than females, the research found that normative commitments of male workers are higher than that of female workers whereas affective commitments of female workers are higher than that of male workers. Additionally, Abdul-Nasari, Mansah, Amponsah, Tawiah, Simpen and Kumasey (2013) conducted research on organisational commitment of public service employees and found that there was a difference between gender groups with males being more committed than their female counterparts.

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In support of the findings Mohammed and Elswed (2013) found no significant relationship between the variables and tenure. McCaslin and Mwangi (1994), Manthe, (1976), Boltes et al., (1995), and Bertz and Judge, (1994) found that overall job satisfaction increased as the years of experience increased as cited in Mohammed and Elswed (2013). Contrary to the findings, Bedeian, Farris, and Kacmar, (1992) and O'Reilly and Roberts, (1975) did not support the relationship between job satisfaction and years of experience as cited in Mohammed and Elswed (2013). Research on organisational commitment and tenure, as cited in Mohammed and Elswed (2013) has found that a positive relationship exists between organizational commitment and level of experience (Meyer & Allen, 1997; Mowday, et al., 1982). It can be deduced that as tenure increases then levels of experience increase as you are promoted within the organisation, acquire more skills, knowledge, responsibility and autonomy resulting in an increase in satisfactions and commitment.

## 6.6 LIMITATIONS AND RECOMMENDATIONS

The research was conducted in one arm of the SANDF and within a specific geographic area thus the findings of the study cannot be generalised for the SANDF. As the majority of the respondents were males it was difficult to make a comparison between males and females. Additionally, the majority of the respondents were from the operational occupational class making it difficult to make comparisons between all the classes. The results as such can only be used for this particular sample and not for the broader population or gender and classes in the organisation.

A recommendation would be a larger study, with a larger sample size, with respondents from a greater geographic area as well as a fair balance between the different demographic categories e.g. gender and occupational classes.

## 6.7 CONCLUSIONS

The conclusion of the study is that there is a strong positive relationship between organisational commitment and job satisfaction however the officers in the sample have below average levels of satisfaction and commitment. The organisations Human Resource Department need to develop and implement plans in order to improve the levels of job satisfaction experienced by the commissioned officers which in turn should improve organisational commitment.

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