



**University of Fort Hare**  
*Together in Excellence*

**THE RELATIONSHIP BETWEEN JOB INVOLVEMENT, JOB SATISFACTION AND  
ORGANIZATIONAL COMMITMENT AMONG LOWER-LEVEL EMPLOYEES AT  
MERCEDES BENZ SOUTH AFRICA**

By

**Raymond Toga**

Submitted in fulfillment of the requirements for the degree of

**MASTER OF COMMERCE IN INDUSTRIAL PSYCHOLOGY**



In the University of

**University of Fort Hare**  
*Together in Excellence*  
**MANAGEMENT AND COMMERCE**

Of the

**UNIVERSITY OF FORT HARE**

**Supervisor: Prof Q.T Mjoli**

**2011**



**Declaration**

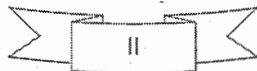
I, **RAYMOND TOGA**, student number 200604852, do hereby declare that **“THE RELATIONSHIP BETWEEN JOB INVOLVEMENT, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG LOWER-LEVEL EMPLOYEES AT MERCEDES BENZ SOUTH AFRICA”** is my own work, that has not been submitted before for any degree or any other examination in any other university, and that all the sources I have used or quoted have been indicated and acknowledged to their original authors. It is submitted for the degree of Master of Commerce in Industrial Psychology



**University of Fort Hare**  
*Together in Excellence*

Signed .....  .....

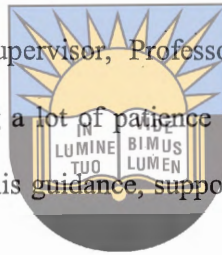
Date..... 14/05/2012 .....



## Acknowledgement

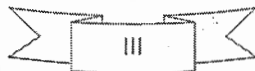
First and fore-most I would like to thank God for his guidance, wisdom, extra strength and protection that he gave me throughout the whole process. To my mother and my late father who always had me in their prayers and who supported me in completion of thesis. To my family and friends who encouraged me to complete my thesis.

I would like to thank my inspiring supervisor, Professor Q.T Mjoli, for his motivation, encouragement and as well as exercising a lot of patience with me from the beginning of my research until the end. I am grateful for his guidance, support, in developing me as a student in Industrial Psychology.



**University of Fort Hare**  
*Together in Excellence*

I am also grateful to Mercedes Benz South Africa (MBSA) East London, for allowing me to conduct my research, and all the employees who participated in this study.



## **Dedication**

I dedicate this research to my dear mother and family, who through their own achievements have been source of inspiration, guidance and support in my life endeavors.



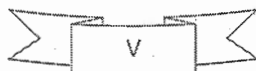
**University of Fort Hare**  
*Together in Excellence*

## Abstract

*This study investigated the relationship between job satisfaction, job involvement, and organisational commitment among lower-level employees in the South African motor-car manufacturing industry as represented by one such company – Mercedes Benz South Africa – situated in East London, South Africa. Job satisfaction and job involvement were used as independent variables in the study while organisational commitment was used as the dependent variable. Data was gathered from a random sample of 100 lower-level employees of the company concerned. A questionnaire consisting of four-parts was used for data collection. To gather biographical and occupational data, a self-designed 40-item questionnaire was used. To measure job involvement, Kanungo's (1982) 10-item 5-point rating scale was used. To measure job satisfaction, Halpern's (1966) 10-item 7-point rating scale was used. To measure organisational commitment, Mowday, et al. (1982) 15-item 5-point scale was used. Data analysis was done by means of various statistical techniques, including the Pearson Product Moment Correlation Technique and Multiple Regression Analysis. The results indicated that though both job satisfaction and job involvement are strongly associated with organisational commitment, job satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement. Intrinsic job satisfaction, extrinsic job satisfaction, and overall job satisfaction were found to be significantly and highly intercorrelated, an indication that they are all equally associated with organisational commitment. The paper therefore recommends that managers must do all in their power to promote job satisfaction and job involvement in their companies, but especially job satisfaction.*



University of Fort Hare  
Together in Excellence



## Table of contents

Topic	Page
<u>Chapter 1 Introduction and background of the study</u>	
1. Introduction and background	1
1.1 Statement of the problem	5
1.2 Purpose of the study	6
1.3 Hypothesis	7
1.4 Significance of the study	8
1.5 Delimitations of the study	9
1.6 Definitions of terms	
1.6.1 Job satisfaction	9
1.6.2 Job involvement	9
1.6.3 Organisational commitment	9
1.7 Outline of the dissertation	9
1.8 Concluding remarks	10
<u>Chapter 2 Literature review: the concept of job involvement</u>	
2. Introduction	11
2.1 Definitions of job involvement	13
2.2 Theory of job involvement	15
2.2.1 Theory of job alienation	15
2.3 Factors that influence job involvement	17
2.3.1 Peer relationships	17
2.3.2 Adherence to the protestant work ethic	18
2.3.3 The nature of the work situation	18
2.3.4 Locus of control	19



University of Fort Hare  
*Together in Excellence*

2.4 The consequences of job involvement	20
2.4.1 Job involvement and organisational commitment	20
2.4.2 Job involvement and in-role job performance	20
2.4.3 Job involvement and organisational citizenship behaviour	21
2.5 Conclusion	23

Chapter 3 Literature review: the concept of job satisfaction

3. Introduction	24
3.1 Definition of job satisfaction	25
3.2 Theories of job satisfaction	26
3.2.1 Process theories	26
3.2.1.1 Affect theory	26
3.2.1.2 Equity theory	27
3.2.2 Content theories	28
3.2.2.1 Maslow's needs hierarchy theory	28
3.2.2.2 Alderfer ERG theory	30
3.2.2.3 Herzberg two-factor theory	32
3.2.2.4 Locke's goal-setting theory	33
3.3 Factors that influence job satisfaction	34
3.3.1 Intrinsic factors	35
3.3.1.1 Work itself	35
3.3.1.2 Recognition	36
3.3.1.3 Job autonomy	36
3.3.1.4 Person-environment fit	36
3.3.2 Extrinsic factors	37
3.3.2.1 Social and organisational support	37



University of Fort Hare  
*Together in Excellence*

3.3.2.2 Supervision	38
3.3.2.3 Working conditions	39
3.3.2.4 Pay	40
3.3.2.5 Co-workers	41
3.3.2.6 Promotional opportunities	42
3.3.2.7 Company policies	42
3.4 Job satisfaction and demographic factors	43
3.4.1 Age	43
3.4.2 Gender	45
3.4.3 Level of education	46
3.5 Consequences of job satisfaction	47
3.5.1 Pro-union voting	47
3.5.2 Absenteeism	47
3.5.3 Employee turnover	48
3.5.4 Organisational commitment	49
3.6 Conclusion	51



University of Fort Hare  
*Together in Excellence*

Chapter 4 Literature review: the concept of organisational commitment

4. Introduction	52
4.1 Definition of organisational commitment	53
4.2 Types of employee commitment	56
4.2.1 Affective commitment	57
4.2.2 Continuance commitment	58
4.2.3 Normative commitment	59
4.3 The antecedents of organisational commitment	60

4.3.1 Personal determinants	61
4.3.1.1 Age	61
4.3.1.2 Tenure	62
4.3.1.3 Level of education	63
4.3.1.4 Gender	64
4.4 The effect of organisational commitment	65
4.4.1 Job performance	65
4.4.2 Turnover and absenteeism	66
4.5 Conclusion	68



Chapter 5 Literature Review: literature relating job satisfaction, job involvement and organisational commitment

5. Introduction	69
5.1 Previous research relating job satisfaction and organisational commitment	69
5.2 Previous research relating job involvement and organisational commitment	73
5.3 Previous research relating job satisfaction, job involvement and organisational commitment	76
5.5 Conclusion	77

University of Fort Hare  
*Together in Excellence*

Chapter 6 Method of investigation

6. Introduction	78
6.1 Population	78
6.2 Selection of the sample and sampling procedure	79
6.3 Biographical and occupational description of the sample	80
6.4 Research instruments	87

6.4.1 The biographical and occupational data questionnaire	88
6.4.2 Kanungo's (1982) job involvement scale (JIS)	88
6.4.3 Halpern's (1966) job satisfaction scale (JSQ)	88
6.3.4 Mowday <i>et al.</i> 's Organisational Commitment Questionnaire	89
6.4 Administration on the questionnaire	90
6.6 Methods of Analysis	91
6.6.1 Descriptive statistics	92
6.6.2 Inferential statistics	92
6.6.2.1 The Pearson Product Moment Correlation	92
6.6.2.2 Multiple Regression Analysis	93
6.7 Delimitation of the study	93
6.8 Ethical considerations	93
6.9 Conclusion	95



University of Fort Hare  
*Together in Excellence*

Chapter 7 Results

7. Introduction	96
7.1 Coefficient Alpha	96
7.2 Descriptive statistics	96
7.3 Hypothesis testing	98
7.3.1 Hypothesis 1	99
7.3.2 Hypothesis 2	102
7.3.3 Hypothesis 3	103
7.4 Conclusion	105



Chapter 8 Discussion of results

8. Introduction	107
8.1 Discussion of the results in relation to the hypotheses and previous research findings	107
8.1.1 Hypotheses 1: findings	107
8.1.2 Hypothesis 2: finding	113
8.1.3 Hypothesis 3: findings	117
8.4 Limitations of the present study	120
8.5 Recommendations for future research	122
8.5.1 Recommendations for future managerial practices	123
8.6 Conclusion	125
References	127
Appendix A: Research Questionnaire	151



University of Fort Hare  
*Together in Excellence*

List of Figures

Figure 6.1 Age of the respondents

Figure 6.2 Gender distributions of the respondents

Figure 6.3 Marital statuses of the respondents

Figure 6.4 Educational qualifications of the respondents

Figure 6.5 Position held in the organisation

Figure 6.1 Number of years in the organisation



University of Fort Hare  
*Together in Excellence*

## List of Tables

Table 1: Mean, standard deviation and total number of cases in relation to organisational commitment, job satisfaction, and job involvement

Table 2: Pearson inter-correlation of job satisfaction, job involvement and organisational commitment

Table 3: Correlation for overall job satisfaction, extrinsic job satisfaction and intrinsic job satisfaction



Table 4: Inter-correlations for the subscales of organisational commitment

University of Fort Hare  
*Together in Excellence*

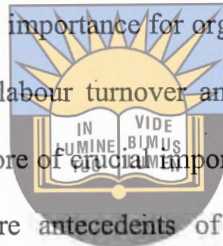
Table 5: Multiple regression between job satisfaction and job involvement, on the one hand, and organisational commitment, on the other

## Chapter 1

### Introduction and problem statement

#### 1. Introduction

There is much research and anecdotal evidence suggesting that organisational commitment leads to, or is associated with variables of great importance for organisational success and efficiency – or lack thereof – such as absenteeism, labour turnover and productivity (Mowday, Steers & Porter, 1982; Robbins, 2005). It is therefore of crucial importance for managers of organisations to know what variables lead to or are antecedents of organisational commitment. Such knowledge would enable these managers to create conditions that are conducive to the development of such antecedents of organisational commitment in their organisations. This study seeks to investigate the role of job satisfaction and job involvement as such as antecedents of organisational commitment.

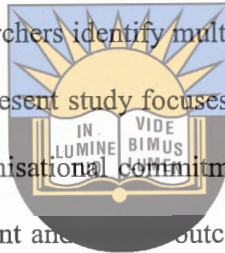


University of Fort Hare  
*Together in Excellence*

Organisational commitment can be defined as an employee's psychological attachment to the organisation (Organisational Commitment Wikipedia, 2008). It can be measured by the following factors: identification with the goals and values of the organisation, the desire to belong to the organisation and the willingness to display effort on behalf of the organisation. Maxwell and Steele (2003) carried out a study to identify the determinants of organisational commitment and its effects in the organisation.

The results suggested that organisational commitment is determined by job characteristics such as the job scope and work experiences such as rewards and employee importance. The findings further suggested that organisational commitment was positively related to employee performance.

Organisational commitment has been one of the most widely researched areas in the field of management in relation to different job-related variables but in South Africa very few studies have explored this concept. Various researchers identify multiple factors affecting organisational commitment among employees but the present study focuses on investigating the impact of job involvement and job satisfaction on organisational commitment. Organisational commitment is considered to be one of the most important and desired outcomes of human resource strategies.



Furthermore employee commitment is seen as the key factor in achieving competitive performance (Sahnawaz & Juyal, 2006). A significant relationship has been identified between job satisfaction and organisational commitment (Narimawati, 2007). Samad (2007) also tried to determine the level of influence job satisfaction facets will have on organisational commitment.

**University of Fort Hare**  
*Together in Excellence*

Job satisfaction, on the other hand, can be defined as a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfilment of one's important job values (Wagner & Hollenbeck, 1998). It is more of an attitude that an employee possesses, which reflects how content an individual is with his or her job. Job satisfaction is of great importance because it seems to affect overt organisational behaviour.

According to Baron, Bryne, Nyler & Branscombe (2006), studies have generally indicated a low to moderate inverse relationship between job satisfaction and employee absence and turnover. This implies that the lower an individual's satisfaction with his/her job, the more likely is that person to be absent from work or to resign and seek other job opportunities.

Finally, job involvement refers to how people perceive their jobs in relation to (i) the working environment, (ii) the job itself, and (iii) how their work and life are integrated (Hirchfeld & Field, 2000). Having low involvement contributes to employees' feelings of alienation of purpose, alienation in the organisation or feeling of separation between what the employees see as their "life" and the job they do. Job involvement can also be defined as the extent to which an individual is personally involved with his or her work role (wikianswers.com). Kanungo (1982) views job involvement as a cognitive state of psychological identification with one's job. In other words, this approach suggests that an individual's psychological identification with a particular job depends on the saliency of his or her needs and the perceptions he or she has about the need satisfying potentialities of the job (Kanungo, 1982).

Brown (1996) argues that job involvement will be highest when the work environment: makes one believe that one's work is meaningful; offers control over how work is accomplished; maintains a clear set of behavioural norms; makes feedback concerning completed work available; and provides supportive relations with supervisors and co-workers. Many theorists have hypothesized that highly involved employees will put forth substantial effort towards the achievement of organisational objectives and are less likely to turnover.

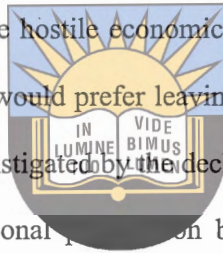
Argyris (1957) and McGregor (1960) saw job involvement as a means of aiding productivity and of creating work situations in which there would be better integration of individual and organisational goals. Marcson (1960) presented an argument and findings suggesting that one of the best ways to increase productivity in organisations was to provide employees with jobs that are more demanding and challenging. Recent studies of job involvement show that such involvement enhances the individual's satisfaction, while at the same time increasing productivity for the organization (Hall & Lawler, 2000).



This study is aimed at investigating the relationship between job involvement and job satisfaction on the one hand and organisational commitment on the other. The independent variables are job involvement and job satisfaction whereas organisational commitment is the dependent variable. Recent research findings suggest that a positive and significant relationship exists between job involvement and job satisfaction on the one hand and organisational commitment on the other (Sahnawaz & Juyal, 2006). These authors further contend that, although both independent variables are strongly associated with organisational commitment, the impact of job satisfaction on organisational commitment is relatively stronger than that of job involvement. The focus of this study is to investigate this further.

## 1.1 Statement of the problem

Assuming that management have been using the independent variables mentioned below, the fundamental questions that need to be addressed then are: does job satisfaction and job involvement have a negative or a positive impact on organisational commitment? The economic woes which afflicted South Africa recently have made it impossible for many organisations to take significant strides in their drive towards achieving organisational excellence. Many organisations are struggling to survive the hostile economic environment. Many employees are unhappy with their current situation and would prefer leaving should they get an alternative job elsewhere. The labour turnover is being instigated by the decline in the quality of life due to poor remuneration levels and poor organisational pension benefits (Financial Gazette, 24 Jan 2009).



University of Fort Hare  
*Together in Excellence*

According to Robert (1997:248) labour turnover is positively related to job dissatisfaction and is costly to an organisation. Such costs include that of recruitment, training of new employees, high scrap and waste rates as well as high accident costs for new employees. Job dissatisfaction manifests itself in the form of labour turnover in many organisations; hence, it is likely to have negative implications for organisational commitment, a factor identified as critical to organisational success”.

According to Werner (2007:335) only satisfied employees seem more likely to display positive behaviour that contributes to the overall functioning of the organisation. In this regard, management in organisations must be more concerned with the extent to which their employees

experience job satisfaction and are involved in their jobs. Organ, Podsakoff and McKenzie (2005:55) state that the ability of an organisation to innovate and successfully implement business strategy and to achieve competitive advantage depends on how much employees are involved in their jobs and are satisfied in doing their jobs.

## 1.2 Purpose of the study

The main objective of this study was to investigate the relationship between job involvement and job satisfaction on organisational commitment among lower-level employees at Mercedes Benz South Africa (MBSA) in East London, South Africa. This company was used as a representative of the motor-car manufacturing industry in the province.



This study seeks to answer the following questions:

**University of Fort Hare**  
*Together in Excellence*

- Is there an association between job involvement and organisational commitment?
  
- Is there an association between job satisfaction and organisational commitment?
  
- What is the relative strength of the association of each of the two independent variables (job involvement and job satisfaction), on the one hand, and organisational commitment, on the other hand?
  
- What is the combined strength of the association of the two variables as factors that explain the variance in organisational commitment?

### 1.3 Hypotheses

The hypotheses of this study are as follows:

#### Hypothesis 1

H<sub>0</sub>: Job satisfaction is not significantly positively associated with organisational commitment.

H<sub>1</sub>: Job satisfaction is significantly positively associated with organisational commitment.

#### Hypothesis 2

H<sub>0</sub>: Job involvement is not significantly positively associated with organisational commitment.

H<sub>1</sub>: Job involvement is significantly positively associated with organisational commitment.



University of Fort Hare  
*Together in Excellence*

#### Hypothesis 3

H<sub>0</sub>: There is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately.

H<sub>1</sub>: There is an additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately.

#### 1.4 Significance of the study

Establishing a link between job involvement and job satisfaction, on the one hand, and organisational commitment, on the other, could be to the benefit of organisations as management could put in place human resources practices that increase the levels of job involvement and job satisfaction among employees and hence impact positively on their commitment to the organisation. The results of this study will show whether job satisfaction and job involvement have an impact on organisational commitment. If so, future managers would know that to improve organisational commitment, they must improve job satisfaction and job involvement. Research has shown that job involvement and job satisfaction may result in positive outcomes in organisations such as low absentee levels and higher productivity rates among employees (Robbins, 2005:3).



**University of Fort Hare**  
*Together in Excellence*

This study aims to determine the relationship between job involvement and job satisfaction, on the one hand, and organisational commitment on the other. Organisational commitment has been identified as critical for organisational success. Koys (2001) contends that organisational commitment is very vital to the survival of many organisations. It maximizes the efficiency and productivity of both the employees and the organisation, which ultimately contribute to the effective functioning of an organisation.

## 1.5 Delimitation of the Study

Given the logistical constraints such as shortages of resources and time to mention a few, the study will focus only on Mercedes Benz South Africa in East London, Eastern Cape Province as a representative of the entire motor industry. The study will only consider non-managerial employees -both male and female.

## 1.6 Definitions and terms

**1.6.1 Job satisfaction** can be defined as a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfilment of one's important job values (Wagner & Hollenbeck, 1998).



# University of Fort Hare

*Together in Excellence*

**1.6.2 Job involvement** refers to how people perceive their jobs in relation to the working environment, the job itself, and how their work and life are integrated (Hirschfeld & Field, 2000).

**1.6.3 Organisational commitment** can be defined as an employee's psychological attachment to the organisation (Organisational Commitment Wikipedia, 2008)

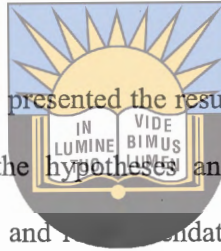
## 1.7 Outline of the dissertation

The chapters 2, 3, 4 & 5 will provide a comprehensive discussion of job involvement, job satisfaction and organisational commitment with reference being made to the paucity of research on the relationship between these three variables. Definitions of job satisfaction, job involvement and organisational commitment are provided as well as theories of job satisfaction and job involvement and determinants of organisational commitment and job satisfaction are discussed

Chapter six provides an outline of the research methodology employed in the investigation in this study. The sample, sampling method, measuring instrument, procedure for data collection and statistical techniques utilized are described.

Chapter seven focuses on the results obtained based on the statistical analyses conducted to test the hypotheses.

Chapter eight: While the previous chapter presented the results of the data analyses, this chapter will discuss the results in relation to the hypotheses and previous research findings. The limitations of the study were highlighted and recommendations for future directions were also made.



**University of Fort Hare**  
*Together in Excellence*

### **1.8 Concluding remarks**


The chapter introduced and outlined the background of the study. It also clarified the problem statement, significant of the study and the objectives of the study have been put forward. In addition, the hypothesis has been formulated. Therefore, from this point to the next chapter this will be a review of related literature.

## Chapter 2

### Literature review

#### The concept of job involvement

##### 2. Introduction

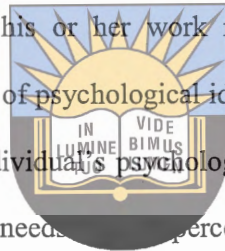


Over the years, the concept of job involvement has been gaining steadily in importance because of its supposed pivotal role in providing a link between productivity on the one hand and employee needs and the quality of work life on the other. Argyris (1957) and McGregor (1960) saw job involvement as a means of aiding productivity and of creating work situations in which there would be better integration of individual and organisational goals. Marcson (1960) presented an argument and findings suggesting that one of the best ways to increase productivity in organisations was to provide employees with jobs that are more demanding and challenging. Recent studies of job involvement show that such involvement enhances the individual's satisfaction, while at the same time increasing productivity for the organisation.

This chapter reviews literature related to the concept of job involvement. It will give an overview of what the term job involvement means. Various definitions from different scholars will be used to explain this phenomenon. The chapter will also discuss theories that seek to explain the concept of job involvement. The chapter will also examine factors that influence job involvement, and the consequences of job involvement will also be discussed at the end of this chapter.

## 2.1 Definition of job involvement

Job involvement is how people see their jobs as both a relationship with the working environment, and the job itself and how their work and life are integrated (Hirschfeld and Field, 2000). Having low involvement contributes to employees' feelings of alienation of purpose, alienation in the organisation or feeling of separation between what the employees see as their "life" and the job they do. Job involvement can also be defined as the extent to which an individual is personally involved with his or her work role. Kanungo (1982) defined job involvement as a cognitive or belief state of psychological identification with one's job. In other words, this approach suggests that an individual's psychological identification with a particular job depends on the saliency of his or her needs and perceptions he or she has about the need satisfying potentialities of the job (Kanungo, 1982).



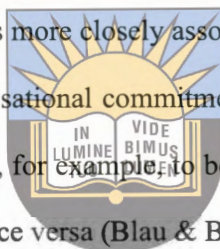
University of Fort Hare  
*Together in Excellence*

O'Reilly and Chatman (1986) reported that job involvement is a consequent outcome of psychological commitment to an organisation. Job involvement is included in a category of dependent variables that are relevant to organisational commitment. There are certain types of positive involvement which contribute to the definition of job involvement. They are conformity, flexibility, motivation and acceptance of organisational policies demonstrated through obedience in employee relationships.

Job involvement involves the internalization of values about the goodness of work or the importance of work in the worth of the individual (Lodahl & Kejner, 1965). As such, individuals who display high involvement in their jobs consider their work to be a very important part of

their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. In other words, for highly involved individuals performing well on the job is important for their self-esteem (Lodahl & Kejner, 1965). Because of this, people who are high in job involvement genuinely care for and are concerned about their work (Kanungo, 1982).

The construct of job involvement is somewhat similar to organisational commitment in that they are both concerned with an employee's identification with the work experience. However the constructs differ in that job involvement is more closely associated with identification with one's immediate work activities whereas organisational commitment refers to one's attachment to the organisation (Brown, 1996). It is possible, for example, to be very involved in a specific job but not be committed to the organisation or vice versa (Blau & Boal, 1987).



## University of Fort Hare *Together in Excellence*

Studies over the past two decades, which have explored the construct of job involvement, have approached it from two different perspectives (Sekeran, 1989; Sekeran & Mowday, 1981). First, when viewed as an individual difference variable, job involvement is believed to occur when the possession of certain needs, values or personal characteristics predispose individuals to become more or less involved in their jobs. For instance, Rabinowitz and Hall (1977), in their review of literature on job involvement, found that individual characteristics such as age, education, sex, tenure, need strength, level of control and values were linked to job involvement.

The second perspective views job involvement as a response to specific work situation characteristics. In other words, certain types of jobs or characteristics of the work situation influence the degree to which an individual becomes involved in his or her job. For example,

research has demonstrated that job involvement has been related to job characteristics such as task autonomy, task significance, task identity, skill variety and feedback and supervisory behaviours such as leader consideration, participative decision making and amount of communication (Brown, 1996).

Fostering job involvement is an important organisational objective because many researchers consider it to be a primary determinant of organisational effectiveness (Pfeffer, 1994) and individual motivation (Hackman & Lawler, 1971). These links stem from the theoretical notion that being immersed in one's work increases motivational processes which in turn influence job performance and other relevant outcomes like turnover and absenteeism (Diefendorff et al., 2002).

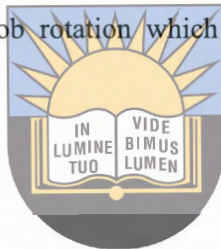


## University of Fort Hare

*Together in Excellence*

Good management has the potential for creating high morale, high productivity, and a sense of purpose and meaning for the organisation and its employees. Managers who are serious about the satisfaction of workers can also take deliberate steps to create a stimulating working environment. One such step is job involvement, which is a deliberate upgrading of responsibility, scope and challenge in the work itself. It usually includes increased responsibility, recognition and opportunities for growth, learning and achievement. Robbins et al. (2003) argue that restructuring work by making it more interesting and challenging increases job satisfaction. In line with this argument, Hitt, Miller and Colella (2006) argue that the task itself is the key to employee motivation and satisfaction. Specifically, a boring and monotonous job stifles motivation to perform well, whereas challenging jobs enhance satisfaction.

Hitt et al. (2006) further contend that there are three ingredients to a more challenging job which are variety, autonomy and decision authority. Hitt et al. (2006) also argue that two popular ways of adding variety to routine jobs are job enrichment and job rotation. Job rotation and job enrichment keep employees from complacency and reduce boredom. Stimulating the human mind through the diversity of challenges is a sure way to bring to the forefront its creative instincts and take the individual and organisational performance to a higher level. Thus managers need to take innovative steps to make the working environment more interesting through activities such as job enrichment and job rotation which result in increased individual and organisational performance.



## **2.2 Theory of job involvement**

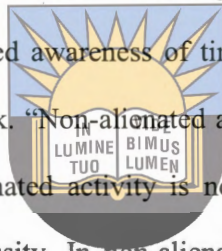
University of Fort Hare  
*Together in Excellence*

### **2.2.1 Theory of job alienation**

Blauner (1964) and Kanungo (1982) conceive of job involvement as the obverse of job alienation, that is, job alienation occurs where job involvement is lacking. Blauner (1964) puts the matter as follows: “Alienation exists when workers.....fail to become involved in the activity of work as a mode of personal self-expression”. According to Blauner’s (1964) theory, there are four sources of alienation in modern industry of which the meaninglessness of work, that is, lack of job involvement is one. The other three are as follows:

- Powerlessness. “A person in modern industry is... an object controlled and manipulated by other persons or an impersonal system such as technology, and...cannot assert himself as a subject to change or modify this domination” (p.16).

- Lack of integration and membership in industrial communities. Blauner (1964) cites Emile Durkheim's concept of anomie or *normlessness* resulting from the breakup of integrated communities. According to Durkheim, this is a common feature of modern society. It results from industrialisation and urbanisation, which uproot people from their traditional communities that provide stability and security.
- Self-estrangement, which is a sense of "depersonalised detachment" that may result from the powerlessness and lack of involvement/engrossment in job activities. Self-estrangement results in heightened awareness of time, which weighs heavily upon the worker while he or she is at work. "Non-alienated activity consists of immersion in the present; it is involvement. Alienated activity is not free, spontaneous activity but is compulsive and driven by necessity. In non-alienated activity the rewards are in the activity itself; in alienated states they are largely extrinsic to the activity, which has become primarily a means to an end" (p.27).



University of Fort Hare  
*Together in Excellence*

Blauner's theory of alienation, especially as far as it related to meaninglessness and self-estrangement, is therefore the key theoretical background for any work on job involvement.

## 2.3 Factors that influence job involvement

The following section discusses factors that influence job involvement.

### 2.3.1 Peer relationships

Peer relationship become more important as people deal with complex work that requires team work. Research indicates that older youths interact with peers more frequently and longer than do younger youths, both within school and out of school (Larson and Richards, 1991). Because young people have difficulties in developing or maintaining friendships, it is therefore important to develop high quality peer relationships and friendships. Poor peer relationships will make the employees engage in aggressive behaviour (Newcomb et al. 1993). It is exhibited in higher degrees of loneliness and depression in the competitive environment (Parker et al. 1995). As a result, peer relationships might influence job involvement. It has been argued that today's older workers should have greater job involvement than younger workers because of the presumably greater importance placed on the value of work in earlier decades (Cherrington, 1980).

Past reviews of the work orientation literature (Rabinowitz & Hall, 1977; Rhodes, 1983) revealed a continuing controversy over the malleability of persons over time. One perspective views job involvement as a function of socialisation experiences occurring before entry to the labour force.

### 2.3.2 Adherence to the protestant work ethic

The importance attached to the job is considered to be fairly stable in adulthood, unaffected by working conditions (Dubin, 1956). Accordingly, people who internalise protestant work ethic values at an early age will be more involved in their jobs irrespective of their situational contexts. It has been argued that today's older workers should have greater job involvement than younger workers because of the presumably greater importance placed on the value of work in earlier decades (Cherrington, 1980).

### 2.3.3 The nature of the work situation

A contrasting position is represented by Vreese (1969) who argues that the nature of the work setting will exert an important influence on work-related attitudes and values. This position implies that psychological involvement in work will fluctuate in response to changing work attributes over the course of the career. Adherents of this job situation explanation assume that people will be more satisfied and involved in their work roles the greater the available, or potential, occupational rewards. Given that older workers often have better jobs (Wright & Hamilton, 1978), they may be expected to manifest stronger job involvement than their younger counterparts.

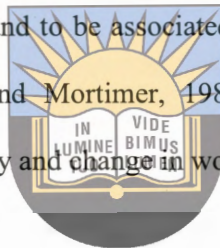
In other words certain types of jobs or characteristics of the work situation influence the degree to which an individual becomes involved in his or her job. For example research has demonstrated that job involvement is related to job characteristics such as task autonomy, task significance, task identity, skill variety, and feedback and supervisory behaviours such as



University of Fort Hare

leaders' consideration, participative decision making and amount of communication (Brown, 1996).

Another perspective synthesizes the two above mentioned positions. Rather than assuming that job involvement is completely stable or continually changing, this perspective sees a somewhat stable orientation arising from pre-adult socialisation, but responsive to changing job conditions. Although much research supports this "individual-environment" perspective, as both individual and occupational variables have been found to be associated with job involvement (Saal, 1978; Sekaran & Mowday, 1981; Lorence and Mortimer, 1981), a relatively few studies have attempted to address the issue of constancy and change in work orientation over time.



## University of Fort Hare *Together in Excellence*

### **2.3.4 Locus of control**

Anastasi (1990) referred to "locus of control" as a term assessing internal versus external control of reinforcement by a person. Internal locus of control refers to the perception of the individual that certain life outcomes are conditional to one's own relatively permanent or stable characteristics. Alternatively, external locus of control is seen as the perception that outcome variables are the results of external conditions out of the control of the individual. Both this kind of positive or negative reinforcement could possibly also play a role in job involvement.

Reitz and Jewel (1979) investigated the relationships between job involvement (measured by a 45-item Likert scale by Greene) and locus of control (measured by Rotter's Internal-External scale) for males and females from six different countries. The results indicate that the negative correlations between locus of control and job involvement scores imply that internals score

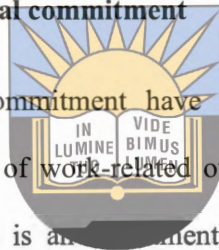
higher on job involvement than externals, significantly in the case of males across cultural settings, but this is only true for females from Yugoslavia.

## 2.4 The consequences of job involvement

This section of the chapter will review literature related to consequences of job involvement.

### 2.4.1 Job involvement and organisational commitment

Job involvement and organisational commitment have received attention as work-related attitudes and subsequently as predictors of work-related outcomes (Freund, 2005). There is a growing recognition that human capital is an important determinant and organisational performance is determined by human resources management. Job involvement as an attitude is an important variable that helps in maximizing organisational effectiveness. It may be that the higher the degree of job involvement, the greater the organisation's effectiveness. Improving employee behaviours is a major aspect of a manager's job.



University of Fort Hare  
*Together in Excellence*

### 2.4.2 Job involvement and in-role job performance

In-role job performance refers to activities that are related to employee's formal role requirements (Borman & Motowidlo, 1997). Generally, it is believed that job involvement by positively affecting employee's motivation and effort, leads to higher levels of in-role job performance (Brown, 1996). Prior research has indicated some support for this claim. For instance Brown and Leigh (1996) in their study found that job involvement had both direct and indirect effects via effort on performance. More specifically they found that the modest but

statistically significant relationship between job involvement and performance became non significant when effort was inserted into the model, indicating the mediating effect of effort on the relationship.

Lassk et al. (2001) argued that occupation-specific measures of job involvement should be created and consequently developed a measure of 'salesperson job involvement'. Their study uncovered a significant positive relationship between one facet of their measure, 'relationship' involvement and performance. Using a measure created by Paullay et al. (1994), to differentiate job involvement from work centrality, Diefendorff et al. (2002) found a small but significant correlation ( $r = 0.19$ ,  $p < 0.05$ ) between job involvement and supervisor-rated in-role performance.



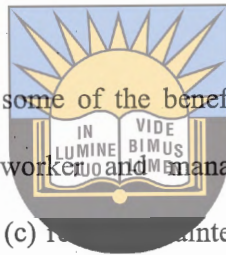
## University of Fort Hare *Together in Excellence*

Although generally the results concerning the relationship between job involvement and performance have not been very encouraging there is evidence to suggest that job involvement can positively influence in-role job performance. Thus in light of the research evidence cited above it is argued that job involvement have positive correlation with in-role performance.

### **2.4.3 Job Involvement and Organisational Citizenship Behaviour**

According to Katz and Kahn (1978), effective organisational functioning requires employees to not only perform their prescribed role, but also to engage in behaviours that go beyond these formal obligations. This aspect of performance is consistent with Organ's (1988) conceptualisation of OCB. Organisational citizenship behaviours are discretionary workplace

behaviours that exceed one's basic job requirements. They are often described as behaviours that "go above and beyond the call of duty." OCB have been defined as "individual behaviours that are discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promote the effective functioning of an organisation" (Organ, 1988). Such behaviours are said to "lubricate the social machinery of the organisation" (Bateman and Organ, 1983). Examples of OCB include acts of helpfulness, gestures of goodwill and cooperation among organisational members.



According to Cohen and Vigoda (2000) some of the benefits of OCB that can accrue to an organisation include: (a) improved co-worker and managerial productivity, (b) superior efficiency in resource use and allocation, (c) reduced maintenance expenses, and (d) improved organizational attractiveness for new quality new recruits. The relationship between job involvement and OCB has unfortunately received scant empirical attention. An examination of the literature revealed that until recently only Munene (1995) and Somers and Birnbaum (1998) had even considered this relationship. Both these authors found a significant correlation between job involvement and OCB.

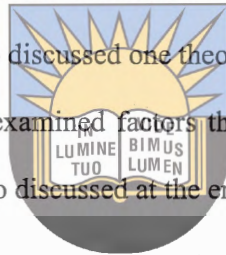
**University of Fort Hare**  
*Together in Excellence*

More recently research studies conducted by Diefendorff et al. (2002), Bolger and Somech (2004), Chu et al. (2005) and Rotenberry and Moberg (2007) have also uncovered a positive relationship between job involvement and OCB. Given the fact that OCB are more influenced by what individuals think and feel about their jobs (Organ & Ryan, 1995) and that job involvement reflects a positive attitude towards the job, it follows that those high in job involvement would engage in these behaviours to a greater extent than less involved individuals. The review of the

above-mentioned studies reveals that job involvement directly effects organisational citizenship behaviour.

## 2.5 Conclusion

This chapter reviewed literature related to the concept of job involvement. It gave an overview of what the term job involvement means. Various definitions from different scholars were used to explain this phenomenon. The chapter also discussed one theory that seeks to explain the concept of job involvement. The chapter further examined factors that influence job involvement. The consequences of job involvement were also discussed at the end of the chapter.



University of Fort Hare  
*Together in Excellence*

## Chapter 3

### Literature Review

#### The concept of job satisfaction

### 3. Introduction

Employee satisfaction is an important aspect *in determining an* organisation's bottom line. Mockler (2002) argues that employee satisfaction seeks to address an organisation's bottom line through factors such as innovative thought, good customer care, quality production and profitability, lower absenteeism and lower turnover. Additionally, Atchison (1999) opines that many organisations are spending much time on employee satisfaction initiatives in an effort to reduce turnover and improve productivity which will help organisations to succeed. This means that job satisfaction is an important factor that must be made available in an organisation.

This chapter reviews literature related to the concept of job satisfaction; it will give an overview of what the term job satisfaction means. Various definitions from different scholars will be used to explain this phenomenon. The chapter will also discuss theories that seek to explain the concept of job satisfaction. The theories will be drawn from motivational theories. The chapter will also examine factors that influence job satisfaction, which range from intrinsic to extrinsic factors of job satisfaction. The consequences of job satisfaction will also be discussed at the end of this chapter.

### 3.1 Definition of job satisfaction

Many definitions have been used in an attempt to explain the concept job satisfaction fully. According to Jayarante (1993) two major approaches hold sway with regard to the conceptualization and definition of job satisfaction. The first approach takes a macro level perspective in which the concern is related to the general feelings individuals have about their jobs. It takes a global assessment or overall evaluation of a job. For instance; Locke (1976) defines job satisfaction as a pleasurable or *positive emotional* state resulting from the appraisal of one's job or job experience. Anderson (2001) noted that the definition by Locke incorporates both cognition (appraisal) and affect (emotional state). This means that Locke assumes that job satisfaction results from interplay of cognition and affect; thus thoughts and feelings. Robbins (2005) concurs with Locke (1976) by defining job satisfaction as a collection of feelings an individual holds towards his job. A person with a high level of job satisfaction holds positive feelings towards the job while a person who is dissatisfied with his job holds negative feelings towards it. This means that job satisfaction is a result of the overall reaction towards a job.

In contrast, the second approach emphasizes the facets of the job, that is, the extent to which a person is satisfied with different facets or aspects of the job. For instance, job satisfaction is seen in terms of the discrepancy between what one expects and what one actually gets in the work environment. Hewstone and Stroebe (2001) define job satisfaction as an affective reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired.

Porter et al. (1974) regards job satisfaction as the extent to which rewards actually meet or exceed the perceived equitable level of rewards. In this regard, performance on the job requires that an individual's expectations and aspirations in terms of reward considerations and fulfillment needs be met. If these needs are fulfilled, employees will be satisfied with the outcome of the job and greater satisfaction would generally motivate employees in performing their tasks more efficiently, thus resulting in an increase in the organisation's productivity. This study adopts the definition by Robbins (2005), which places emphasis on a global assessment or overall evaluation of a job.



### **3.2 Theories of job satisfaction**

This section will focus mainly on theories of job satisfaction. The theories will be drawn mainly from motivational theories and will be divided into content and process theories.

University of Fort Hare  
*Together in Excellence*

#### **3.2.1 Process theories**

This component of the chapter discusses process theories of motivation to explain the concept of job satisfaction. According to Amos et al. (2009) process theories explain the process by which behaviour is initiated, directed, sustained and stopped.

##### **3.2.1.1 Affect theory**

Locke's Range of Affect Theory (1976) 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. Furthermore the theory states that how much one values a given facet of work, for example, the degree of autonomy in a position, moderates how satisfied or dissatisfied one becomes when expectations are met or when they are not met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet. Managers must therefore understand the needs of their employees and make an effort to fulfil these needs. They can carry out research on their employees to determine their specific needs. Furthermore, managers can enquire from other successful organisations as to how they have been able to determine and meet employee needs.



### 3.2.1.2 Equity theory

## University of Fort Hare *Together in Excellence*

Equity theory developed by Adams (1965) postulates that equity exists when people consider whether their compensation is equal to the compensation of others who perform work of similar value. According to Daft (1997), equity theory focuses on individuals' perceptions of how fairly they are treated in comparison to others. Daft (1997) suggests that people judge equity by comparing inputs such as education, experience, effort, and ability to outputs such as pay, recognition, benefits, and promotion. According to this theory, when the ratio between the input and output is out of balance, inequity occurs. Individuals will work to reduce perceived inequity by either increasing or decreasing input or increasing or decreasing outcome.

According to Daft (1997), individuals might also leave the organisation if the perceived inequity is not redressed. In this regard, to maintain motivation and employee satisfaction when

administering compensation and incentives programmes, managers must be careful and ensure that reward programs are equitable and if programmes are not perceived as equitable, then they will not contribute to employee satisfaction.

The limitations of this theory are as follows: Greenberg (1988) contends that present research on the theory has focused on the outcome of financial compensation. Yet financial compensation is but one of many outcomes derived from a job. Very little is known about the effects on motivation or job satisfaction when other outcomes are manipulated. Furthermore, Mitchell (2001) argues that the whole issue of organisations deliberately manipulating their employees to induce feelings of inequity raises serious moral and ethical questions. Few employees would want to work for an organisation that willingly allows them to experience inequity.



## University of Fort Hare *Together in Excellence*

### **3.2.2 Content theories**

According to Amos et al. (2009) content theories suggest that motivation and satisfaction result from the individual's attempt to satisfy needs. The theories that will be discussed under content theories are, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's two factor theory and Locke's goal setting theory.

#### **3.2.2.1 Maslow's needs hierarchy theory**

Maslow's (1956) hierarchical model of human needs can be used to identify the factors affecting job satisfaction. The theory condenses the numerous needs that scholars have identified into a hierarchy of five basic categories. At the bottom are *physiological needs*, which include the need

to satisfy biological requirements for food, air, water, and shelter. Next come *safety needs*- the need for a secure and stable environment and the absence of pain, threat, or illness. *Belongingness* comes next and includes the need for love, affection, and interaction with other people. *Esteem needs* follow and include self-esteem through personal achievement as well as social esteem through recognition and respect from others like working colleagues. At the top of the hierarchy is *self-actualisation*, which represents the need for self-fulfillment- a sense that the person's potential has been realized. In the workplace, individuals satisfy this need by being creative, receiving training, or accepting challenging assignments (Daft, 1997).



## University of Fort Hare

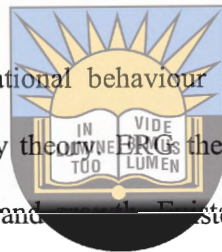
Maslow recognized that an employee's behaviour is motivated simultaneously by several need levels, but behavior is motivated mostly by the lowest unsatisfied need at the time. As the person satisfies a lower-level need, the next higher need in the hierarchy becomes the primary motivator. This concept is known as the *satisfaction-progression process*. If a person is unable to satisfy a need, he will be motivated by it until it is eventually satisfied. Physiological needs are initially the most important, and people are motivated to satisfy them first. As they become gratified, safety needs emerge as the strongest motivator. As safety needs are satisfied, belongingness needs become most important and so forth. The exception to the satisfaction-progression process is self-actualisation; as people experience self-actualisation, they desire more rather than less of this need.

Although Maslow's needs hierarchy is one of the best-known organisational behaviour theories, the model is much too rigid to explain the dynamic and unstable characteristics of employee needs. Researchers have found that individual needs do not cluster neatly around the five

categories described in the model. Moreover, gratification of one need level does not necessarily lead to increased motivation to satisfy the next higher need level. Although Maslow's model may not predict employee needs as well as scholars initially expected, it provides an important introduction to employee needs and has laid the foundation for Alderfer's ERG theory, which has better research support.

### 3.2.2.2 Alderfer ERG theory

This theory was developed by organisational behaviour scholar Alderfer to everyone after problems with Maslow's needs hierarchy theory. ERG theory groups human needs into three broad categories: existence, relatedness, and growth. Existence needs correspond to Maslow's physiological and safety needs. Relatedness needs refer mainly to Maslow's belongingness needs. Growth needs correspond to Maslow's esteem and self-actualisation needs.



*Existence needs* include a person's physiological and physical-related safety needs, such as the need for food, shelter, and safe working conditions. *Relatedness needs* include a person's need to interact with other people, receive public recognition, and feel secure around people, that is, interpersonal safety. *Growth needs* consist of a person's self-esteem through personal achievement as well as the concept of self-actualisation as presented in Maslow's hierarchy of needs.

ERG theory states that an employee's behaviour is motivated simultaneously by more than one need level. Thus, an individual might try to satisfy growth needs, for instance, by completing an assignment exceptionally well even though their relatedness needs are not completely satisfied.

ERG theory applies the satisfaction-progression process described in Maslow's needs hierarchy model, so one need-level will dominate a person's motivation more than others. As existence needs are satisfied, for example, related needs become more important.

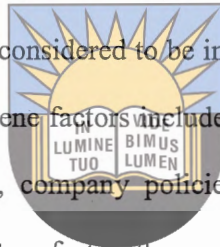
Unlike Maslow's model, however, ERG theory includes a frustration-regression process whereby those who are unable to satisfy a higher need become frustrated and regress to the next lower need level. For example, if existence and relatedness needs have been satisfied, but growth need fulfillment has been blocked, the individual will become frustrated and relatedness needs will again emerge as the dominant source of motivation.



Although not fully tested, ERG theory seems to explain the dynamics of human needs in organisations reasonably well. It provides a less rigid explanation of employee needs than Maslow's hierarchy. Human needs cluster more neatly around the three categories proposed by Alderfer than the five categories in Maslow's hierarchy. The combined processes of satisfaction-progression and frustration-regression also provide a more accurate explanation of why employee needs change over time. Overall, it seems to come closest to explaining why employees have particular needs at various times. Managers therefore need to understand that to maintain job satisfaction levels they should put in place measures that ensure that employees are able to meet their needs without frustration.

### 3.2.2.3 Herzberg two-factor theory

Herzberg's (1966) two-factor theory of job satisfaction and motivation has been widely used in job satisfaction circles. According to Hewstone and Stroebe (2001) Herzberg's two-factor theory holds that satisfaction and dissatisfaction are driven by different factors. Satisfaction is influenced by motivational factors whilst dissatisfaction is influenced by hygiene factors. Motivating factors are those aspects of the job that make people want to perform well and provide them with satisfaction, for instance, achievement at work, recognition, and promotional opportunities. The motivating factors are considered to be intrinsic to the job as individuals may have a degree of control over them. Hygiene factors include aspects of the job that are extrinsic to the individual such as remuneration, company policies, supervisory practices and other working conditions. According to the two-factor theory, hygiene factors are the non task characteristics of the job that create dissatisfaction. Individuals do not have control over them.



**University of Fort Hare**  
*Together in Excellence*

Anderson (2001) contends that factors that lead to job satisfaction are often derived from those that lead to dissatisfaction and similarly, the intrinsic factors are strongly correlated with satisfaction while extrinsic factors are correlated with dissatisfaction. Therefore, based on these feelings, the elimination of hygiene factors from a job would only remove dissatisfaction, but not necessarily bring satisfaction. To bring satisfaction, the organisation must focus on motivating factors such as making work more interesting, challenging and personally rewarding. Since both hygiene and motivational factors play an important role in determining employee performance at the workplace, organisations should ensure that these factors are available to their employees.

Mitchell (2001) argues that Herzberg's theory extends Maslow's ideas and made them more applicable in the workplace. The theory focused its attention on the importance of job-centred factors in the motivation of employees. They further state that Herzberg's theory gave rise to an increasing interest in job enrichment and restructuring of work. However, like any other theory, Herzberg's two factor theory has its own limitations. It fails to account for individual differences. Graham and Messner (1999) argue that Herzberg's theory assumes that all employees react in an identical manner to changes in motivation and hygiene factors. Secondly, the theory fails to link motivation and needs to satisfaction and performance. Anderson (2007) argues that both intrinsic and extrinsic factors contribute to both satisfaction and dissatisfaction.



#### 3.2.2.4 Locke's goal-setting theory

University of Fort Hare  
*Together in Excellence*

The goal setting theory by Locke and Latham is another theory that can be used to explain employee satisfaction in the workplace. It is the provision of a specific target that an individual tries to achieve or something that an individual attempts to accomplish. Werner (2007) argues that having goals can provide satisfaction and motivation to individuals. The theory states that having goals can provide satisfaction and motivation to people because it allows them to compare their current performance with the performance required to achieve a particular goal. If employees are not achieving the higher level set by the requirements of the goal they will feel dissatisfied that they are not achieving the higher level of performance and will thus work harder to attain it.

If they succeed and achieve their goal they will feel a sense of satisfaction resulting from achievement and self-esteem. Thus, managers can use the theory to maintain job satisfaction through personally setting and helping their employees to set attainable goals. The theory, however, has been criticized by many scholars. Werner (2007) argues that not all jobs are amenable to the goal setting approach. The theory seems to work well for simple jobs but does not work well for complex jobs particularly jobs in which the goals cannot be measured easily. Goal accomplishment can become an obsession for some people and they can concentrate all their energies on achieving a particular goal whilst neglecting other important aspects of their job.



### 3.3 Factors that influence job satisfaction

## University of Fort Hare *Together in Excellence*

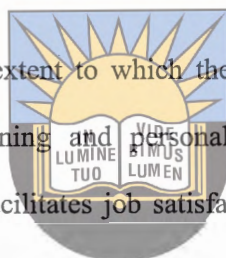
A number of factors have been identified as factors that influence job satisfaction. Armstrong (2003) argues that job satisfaction is influenced by both intrinsic and extrinsic factors of motivation. Herzberg (1966) classified these factors into motivational and hygiene factors. Motivational factors are those aspects of the job that are intrinsic to the job whilst hygiene factors are those aspects of the job that are extrinsic. Intrinsic or motivational factors are those aspects of the job that the job holder can have control over and can include factors such as the work itself, recognition, responsibility, feedback and growth. Hygiene factors are those aspects of the job that an individual does not have control over and include aspects such as company policies, supervision, salary, interpersonal relationships and working conditions.

### 3.3.1 Intrinsic factors

This section will mainly focus on intrinsic factors that influence job satisfaction. According to Atchison (1999), intrinsic sources of job satisfaction come from within the individual and are essentially longer lasting than extrinsic sources.

#### 3.3.1.1 Work itself

According to Robbins et al. (2003) the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results facilitates job satisfaction. A study by Robbins (2005) reveals that employees tend to prefer jobs that give them opportunities to use their skills and abilities and which offer a variety of tasks, freedom and feedback on how well they are performing.

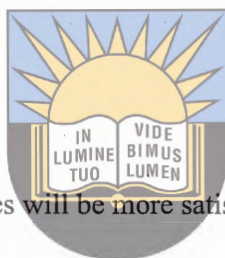


University of Fort Hare  
*Together in Excellence*

These characteristics make work mentally challenging and create feelings of satisfaction. Managers therefore have to ensure that employees are given tasks that are challenging and which provide them with satisfaction. Syptak, Marsland and Ulmer (1999) add that work itself is perhaps the most important factor to influence employee motivation and satisfaction. Accordingly, Syptak et al. (1999) state that helping employees believe that the work they are doing is important and that their tasks are meaningful is important in determining the job satisfaction of employees. On the contrary, they also argue that employees may not find all their work meaningful, interesting and rewarding.

### 3.3.1.2 Recognition

Recognition is another intrinsic factor which literature suggests facilitates job satisfaction. For example, Locke (1976) argues that almost all workers value being praised for their work. Locke (1976) found recognition to be one of the most frequently used elements cited as a cause of satisfaction or dissatisfaction in employees. Similarly, Syptak et al. (1999) argue that acknowledging employees for handling a particular task well creates feelings of satisfaction.



### 3.3.1.3 Job autonomy

According to Syptak et al (1999) employees will be more satisfied and motivated to do their jobs well if they have full responsibility over their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel as if they own the result. Anderson (2001) adds that as individuals mature in their job, managers need to provide opportunities for added responsibility to improve the job satisfaction of their employees.

University of Fort Hare  
*Together in Excellence*

### 3.3.1.4 Person-environment fit

Person-environment fit is the degree of compatibility between an employee and his or her work environment (Kristof, 2006). Bowling and Hammond (2008) argue that a good fit between what an employee wants and what the organisation or the job actually provides contributes to an employee's level of satisfaction. Similarly, Sekiguch notes that individuals seek out organisations that have a career environment which matches their own interests. A high person-environment fit or congruence results in satisfaction, organisational stability and achievement. In

contrast, low person-environment fit is likely to result in dissatisfaction and ultimately make the employee leave the organisation. In addition to this, Kristof (2006) argues that people do not interact with only one part of their environment; rather, they are simultaneously nested in multiple dimensions of the environment. He further asserts that, many of the consequences attributed to a person-environment fit are not simply the result of fit or misfit with a single aspect of the environment. Instead, broad consequences such as satisfaction, commitment, stress, adjustment and withdrawal are more realistically affected by the compilation and interaction of fit assessments across multiple aspects of the environment.



### 3.3.2 Extrinsic factors

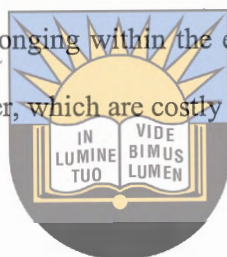
According to Atchison (1999) extrinsic factors of job satisfaction are determined by conditions that are beyond the control of the employee. The extrinsic factors of job satisfaction will be examined in this section.

**University of Fort Hare**  
*Together in Excellence*

#### 3.3.2.1 Social and organisational support

According to Bowling and Hammond (2008), research has consistently found a positive relationship between both social and perceived organisational support and satisfaction. Syptak et al. (1999) support Bowling and Hammond (2008) by arguing that part of the satisfaction of being employed is the social contact it brings.

According to Syptak et al. (1999), allowing employees a reasonable amount of time for socialisation provides them with satisfaction and this will help develop a sense of team work. If allowing socialisation at the workplace creates satisfaction with antecedents such as camaraderie and teamwork, managers should allow employees to socialise since this will result in organisational effectiveness. In view of the above, Paine and Organ (2000) opine that organisational structures that allow employee participation and involvement in decision making instill satisfaction in their employees. Accordingly, Paine and Organ (2000) further contend that this, in turn, results in feelings of self belonging within the employees and reduces withdrawal behaviour such as absenteeism and turnover, which are costly to organisations.



### 3.3.2.2 Supervision

## University of Fort Hare

*Together in Excellence*

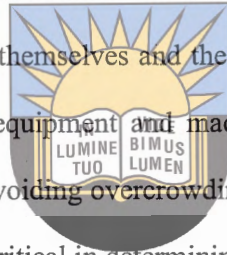
The receipt of support from one's supervisors has been widely examined as a potential cause of job satisfaction. Robbins et al. (2003) argue that the extent to which supervisors support their subordinates technically, emotionally, and socially influences job satisfaction. Similarly, Bergh and Theron (2001) note that working with supervisors who are friendly and supportive facilitates job satisfaction. They argue that the type of supervisor who facilitates job satisfaction is one who shows interest in employees and offers praise for good performance and listens to employees for opinions and advice. Bergh and Theron (2001) also argue that the style of leadership adopted by a supervisor plays an integral role in determining job satisfaction levels in an organisation.

Foels, Driskell, Mullen and Saals (2000) using a meta-analytic integration of research evidence in their study of the effect of democratic leadership on group member satisfaction, reveal that there is a significant tendency for groups experiencing democratic leadership to be more satisfied

than groups experiencing autocratic leadership. The belief about motivation in transformational leaders clearly indicates that leaders using this style of leadership are people oriented and would want to achieve goals by empowering subordinates. Empowering subordinates through added responsibilities and challenging tasks results in job satisfaction.

### 3.3.2.3 Working conditions

According to Syptak et al. (1999), the environment in which people work has a tremendous effect on the level of pride they invest in themselves and the work they are doing. They further argued that the provision of up-to-date equipment and machinery facilitates job satisfaction. Syptak et al. (1999) also mentioned that avoiding overcrowding and allowing employees to have their own space, be it a desk or locker, is critical in determining employee satisfaction levels.

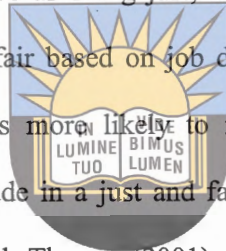


**University of Fort Hare**  
*Together in Excellence*

Furthermore, they point out that placing employees closer together with little or no personal space can create tension amongst the employees and may lead to dissatisfaction. Similarly, Robbins et al. (2003) contend that working conditions that are conducive to doing one's job well include safety and comfort, clean environment, relatively modern and adequate facilities. Employees react to unfavorable working conditions negatively and this explains why absenteeism and staff turnover in some organisations is very high.

### 3.3.2.4 Pay

Employees often see pay as a reflection of how management views their contribution to the organisation. Gerber et al. (2003) argue that people perceive their remuneration as an indication of what they are worth to the organisation. People compare the contribution they make to the organisation with what they receive in turn. In this regard inequity will result in job dissatisfaction. In their own opinion, Bergh and Theron (2001) add that employees want pay systems and promotions that they perceive as being just, unambiguous and in line with their expectations. When pay is perceived as fair based on job demands, individual skill level and community pay standards, satisfaction is more likely to result. Similarly, individuals who perceive that promotion decisions are made in a just and fair manner are likely to experience satisfaction from their jobs. Bergh and Theron (2001) assert that employees should be remunerated according to the amount of effort they put in their jobs to create a sense of satisfaction.



University of Fort Hare  
*Together in Excellence*

The concept of fairness in remuneration also has tremendous effects in determining employee satisfaction at the workplace. Syptak et al. (1999) argue that organisations should have clear policies related to salaries, salary raises and bonuses that every employee in the organisation can understand. Having clear policies reduces ambiguity and shows employees that they are not unfairly treated. Specter (1996) concurs with this argument by asserting that it is the fairness of pay that determines satisfaction rather than the actual level of pay. If an employee's compensation is perceived to be equitable in comparison to that of other, satisfaction is more likely to occur. Syptak et al. (1999) concurs with Specter (1996) by arguing that to maintain fairness in compensation, management should consult salary surveys. Salary surveys can be

consulted to see whether the salaries the organisations offer are comparable with those of other organisations in the same field and area. Consulting a salary survey has an advantage in that it reduces labour turnover and creates satisfaction as employees are treated equally with those in other organisations.

### 3.3.2.5 Co-workers

Working with co-workers who are supportive is another factor that facilitates job satisfaction. According to Oshagbemi (2000), research indicates that individuals who perceive that they have better interpersonal relationships with co-workers report high levels of job satisfaction. Similarly, Luthans (1995) contends that the nature of the work group can have an impact on job satisfaction. He further argues that friendly, cooperative co-workers are a source of job satisfaction on the individual employees. This is because the work group serves as a source of support, comfort, advice and assistance to individual employee.



University of Forth Hare

Aamodt (1997) adds that employees observe the levels of satisfaction of other employees and then emulate these behaviours. Hence, if an organisation's veteran employees work hard and positively in their jobs, new employees will emulate the same behaviour and be both productive and satisfied. Additionally, Syptak et al. (1999) argue that part of the satisfaction of being employed is the social contact it brings. They argue that those allowing employee's reasonable amounts of time for socialisation during breaks, help instill satisfaction through a sense of camaraderie and teamwork in employees.

### 3.3.2.6 Promotional opportunities

According to Chelladurai (2006) satisfaction with promotion is based on an employee's satisfaction with the company's promotional policy and the administration of that policy. Chelladurai (2006) argues that it is the frequency of promotions, the importance of promotions and the desirability of promotions that influence an employee's satisfaction level.

Ospina (1996) adds that the concept of fairness plays an important role in satisfaction with perceived opportunities for advancement. Ospina (1996) further asserts that the availability of good opportunities for promotion and the perception that promotions are handled fairly results in employees being satisfied with their jobs. In addition, Robbins et al. (2003) argued that employees seek promotion policies and practices which they perceive as fair and unambiguous and in line with their expectations. Research by Robbins et al. (2003) also reveals that employees who perceive that promotion decisions are made in a fair and just manner are most likely to experience job satisfaction.



University of Fort Hare

### 3.3.2.7 Company policies

An organisation's policies can be a great source of frustration for employees if the policies are unclear, unnecessary or if not applicable to and adhered to by everyone. According to Syptak et al. (1999), although employees will not feel a great sense of motivation or satisfaction because of an organisation's policies, the organisation can increase satisfaction by making sure that its policies are fair and apply equally to all employees. Syptak et al. (1999) adds that making sure

that everyone has a printed copy of an organisation's policies is another way that management can make sure that every employee in the organisation knows what is required of him or her.

This, according to Syptak et al. (1999), will serve as a reminder to employees so that they will not be caught under obscured vision or the wrong side of the law since they know what is required of them by the organisation. They further argued that comparing one organisation's policies with those of similar organisations in the same area can be helpful in determining whether the policies in the organisation are unreasonably strict or whether some penalties are too harsh, which can create frustration amongst employees and subsequently dissatisfaction.



### 3.4 Job satisfaction and demographic factors

## University of Fort Hare

### *Together in Excellence*

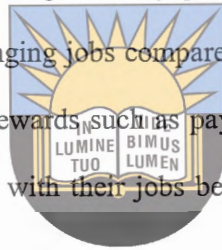
Many researchers have found diverse and conflicting explanations on the relationship between job satisfaction and demographic factors. Some literature has shown that demographics can have a significant impact on job satisfaction, whilst others have produced inconclusive results regarding the relationship.

#### 3.4.1 Age

Many investigations have examined the relationship between age and satisfaction (Luthans and Thomas, 1989; Ang, Goh and Kon, 1993; Oshaghemi, 1998). However, results from these studies have produced inconsistent evidence and such conflicting results have left the true nature of the relationship unresolved. According to Gruneberg (1976), the career stage theory can be used to explain the possible relationship between age and job satisfaction. The theory suggests

that upper levels of management within an organisation are generally not available to younger employees. Thus, it is the older employees that typically enjoy the increased power and prestige associated with these positions. This is also consistent with the findings of other researchers, such as, Saal and Knight (1988) and Mello (2006) who has found that job satisfaction increases with age. Mottaz (1986) offers the following reasons for the positive association between age and job satisfaction.

- Younger employees place significantly greater importance on intrinsic rewards like interesting and challenging jobs compared to older employees who are more concerned with extrinsic rewards, such as pay and fringe benefits. Thus younger employees are dissatisfied with their jobs because they demand more than what their jobs provide.



## University of Fort Hare

*Together in Excellence*

- Older employees possess more seniority and experience which enables them to move easily into rewarding and satisfying jobs.
- Older employees consider rewards such as interesting work, autonomy and promotion as less important and difficult to attain. They thus demand less of such rewards from their jobs and are therefore more satisfied with their work than younger employees.
- After having stayed in their jobs for some time, employees tend to adjust their work values to the conditions of the workplace, resulting in greater job satisfaction.

In view on the above, it is important for supervisors to improve the job satisfaction of younger employees by making sure that they both have interesting and challenging jobs, especially the kinds of jobs that utilize their skills. Supervisors can also improve their job satisfaction by fulfilling their promises of promotion or relief from monotonous assignments.

### 3.4.2 Gender

Previous research has produced results that suggest that women are more satisfied with their jobs than men whilst others suggest that the reverse is true. Mello (2006) contends that because women have traditionally assumed the role of care giver, both for children and for elderly and disabled dependents, the issue of work/life balance is closely related to gender issues. Mello (2006) defines work/life balance as the balance between an employee's needs at work and their personal lives. Mello (2006) argues that research shows clear gendered differences in the value placed on work/life balance between men and women as a factor in determining job satisfaction. Mello (2006) further argues that for women, work/life balance was the most important factor in determining job satisfaction, whereas for men this was only allotted importance after issues of benefits, job security, pay and communication with management.

Consistent with the findings of Mello (2006) that men and women have different values. In general, men value extrinsic attributes such as salaries. On the other hand, women are more likely to seek intrinsic rewards such as job contentment. The distinction between men and women in this regard can be interpreted as showing that the traditional roles of women as empathetic and person-oriented shows in their job orientation, whereas men are orientated towards competitiveness.

However, other researchers have also found that there is no significant difference in job satisfaction between men and women. According to Josias (2005) a possible explanation for the lack of a significant difference in job satisfaction between men and women is offered by Tolbert and Moen (1998), who maintain that men and women attach value to different aspects of the job, and this ultimately equalizes their levels of job satisfaction.

### 3.4.3 Level of education

Research on job satisfaction and educational level has produced inconclusive results (Gurbuz, 2007). According to Gurbuz (2007) some studies, (such as Andrews, 1990; Aljmi, 2001; and Okpara, 2004) have found a positive relationship, while others show that job satisfaction and level of education are not related. According to Wright and Davies (2007) the reason why there is a positive relationship between educational level and job satisfaction is because the provision of training will foster an increase in professionalism and further exploitation of management methods. Priti (1999) concurred with this argument by saying that well trained individuals know the scope of expectations and depth of their jobs and will be able to add building blocks to their professionalism as they progress through careers. This has the effect on employees of creating feelings of pleasure and satisfaction.



University of Fort Hare

### 3.5 Consequences of job satisfaction

This section of the chapter will review literature related to consequences of job satisfaction.

#### 3.5.1 Pro-union voting

In their study, Kreitner and Kinicki (1995) revealed that there is a significant negative correlation between job satisfaction and pro-union voting. According to them people tend to vote for unions when they are dissatisfied with their jobs.



#### 3.5.2 Absenteeism

Studies of the relationship between job satisfaction and absenteeism have had mixed results. Some researchers have found that the relationship between these two variables is relatively strong while others have found it to be weak. Luthans (1995) found that there is a relatively strong relationship between job satisfaction and absenteeism. Luthans (1995) also stated that the conditions that influence absenteeism generally also influence satisfaction and other moderating variables, such as the degree to which people feel that their jobs are important. Absenteeism from the workplace has a negative impact on productivity.

University of Fort Hare  
*Together in Excellence*

However, other researchers have found that the relationship between job satisfaction and absenteeism is very weak. According to Jex (2002) empirical research provides weak support for the relationship between job satisfaction and absenteeism. For instance, Hacket and Guion (1985) in their meta-analysis of 31 studies found a marginal correlation of .09 between job satisfaction and absenteeism which suggests that the relationship between the two is weak. They

also offer a number of explanations for the weak correlation between job satisfaction and absenteeism. One of the reasons they outline was the measurement of absenteeism itself. They argued that although, at first glance, absenteeism appears to be a rather simple variable, it is actually complex. For instance, when measuring absence, one can distinguish between excused absences and unexcused absences. Excused absences would be allowed for events such as illnesses and funerals. Unexcused absences are those moments when employees would simply not show up for work. In this regard one could argue that job satisfaction would be more likely to play a critical role in unexcused absences than in excused absences.



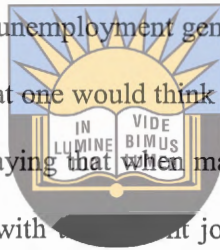
### 3.5.3 Employee turnover

Employee turnover is defined as the voluntary separation of an individual from an organisation (Cohen and Golan, 2007). It involves people terminating their contracts of employment. Employee turnover disrupts organisational continuity and brings with it costs to the said organisation. Such costs may include recruitment costs, training costs and waste and scrap rate costs of new employees. Job satisfaction has been identified as the major determinant of employee turnover (Cohen & Golan, 2007). Apart from job satisfaction, other factors have also been identified as important in determining employees' intentions to permanently leave the organisation. According to Robbins et al. (2003), such factors include labour market conditions, expectations about alternative job opportunities and length of tenure with the organisation.

According to Wood, Wallace, Zeffene, Fromholtz and Morrison (2001), job satisfaction affects an employee's intentions to leave the organisation. They argue that satisfied employees are less

likely to leave the organisation whilst dissatisfied employees are more likely to leave. Spector (1997) also argues that, studies have been reasonably consistent in showing a negative correlation between job satisfaction and employee turnover. According to Herzberg (1966), the provision of both intrinsic and extrinsic sources of satisfaction is imperative in determining an individual's satisfaction level.

In another perspective, Landy (1989) argues that a major controlling factor in the satisfaction and turnover relationship is the prevalence of unemployment generally. It is maintained that the more difficult it is to get a job the less likely that one would think of quitting or resigning. Rusbult and Farrel (1993) support this argument by saying that when making turnover decisions, employees weigh the rewards and costs associated with the current job. They measure their material and psychological investment and assess the quality of alternative employment.



**University of Fort Hare**  
*Together in Excellence*

### **3.5.4 Organisational commitment**

According to Robbins et al. (2003) organisational commitment refers to the degree to which an individual identifies with his organisation of employment. Mowday, Porter and Steers (1982) argue that organisational commitment affects an organisation in many ways. From the perspective of the society, if low levels of commitment affect a large number of organisations, the level of productivity, as well as the quality of services produced will be negatively affected. Furthermore, a committed workforce reduces costs to an organisation which are brought about by activities such as absenteeism and turnover.

According to Mowday et al. (1982), commitment is a more global response to an organisation and job satisfaction is a response to specific or various facets of the job. Job satisfaction is an attitude towards work related conditions, facets or aspects of the job whereas commitment suggests more of an attachment to the employing organisation as opposed to specific tasks, environmental factors and the location where the duties are performed (Mowday et al., 1982). When discussed in these terms, commitment should be consistent with job satisfaction over time. Furthermore, Mowday et al. (1982) argue that although day to day events in the workplace may affect an employee's job satisfaction levels, such transitory events should not cause an employee to seriously re-evaluate his attachment to the overall organisation.



Considerable research has been done to ascertain the relationship between job satisfaction and organisational commitment. According to Wang (2005), several researchers (such as, Porter, Steers, Mowday and Boulian, 1974; Price, 1977 and Rose, 1991) have made the case that job satisfaction is a predictor of organisational commitment. However, some researchers such as Bateman and Strasser (1984) have also suggested an inverse relationship between job satisfaction and organisational commitment by claiming that it is organisational commitment which results in job satisfaction. In their study of the causal relationship between job satisfaction and organisational commitment, Vandenberg and Lance (1992) suggested four hypotheses: that job satisfaction causes organisational commitment; organisational commitment causes job satisfaction; satisfaction and commitment are reciprocally related and that no causal relationship exists between the two.

Vandenberg and Lance (1992) found that job satisfaction is a strong antecedent of organisational commitment, while the results support the idea that organisational commitment is causally antecedent to job satisfaction. Although research is yet to provide a substantive direction of the relationship between job satisfaction and organisational commitment, it is imperative that this relationship be determined since organisations tend to benefit most from having a committed workforce. This would probably reduce high rates of absenteeism and turnover which result in excessive costs and decrease in productivity that most organisations cannot afford.



### 3.6 Conclusion

This chapter reviewed the literature related to the concept of job satisfaction; it gave an overview of what the term job satisfaction means. Various definitions from different scholars were used to explain this phenomenon. The chapter also discussed theories that seek to explain the concept of job satisfaction. These theories were drawn from motivational theories. The chapter also examined factors that influence job satisfaction, which range from intrinsic and extrinsic factors of job satisfaction to job involvement, organisational culture, and demographic factors. The consequences of job satisfaction were discussed at the end of the chapter.

## Chapter 4

### Literature review

#### The concept of organisational commitment

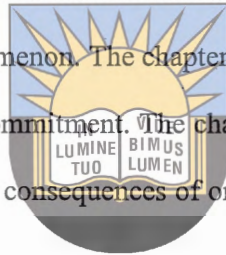
#### 4. Introduction

Organisational commitment has been one of the widely researched areas in the field of management in relation to different job-related variables but in South Africa very few studies have explored this concept. Various researchers identify multiple factors affecting organisational commitment among employees but the present study focuses on investigating the relationship between job involvement and job satisfaction on the one hand, and organisational commitment on the other. Organisational commitment is considered to be one of the most important and crucial outcomes of human resource strategies. Furthermore organisational commitment is seen as the key factor in achieving competitive performance (Sahnawaz & Juyal, 2006). A significant relationship has been identified between job satisfaction and organisational commitment (Narimawati, 2007). Sarmad (2007) also tried to determine the level of influence job satisfaction facets will have on organisational commitment.

When employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that particular organisation is higher (Opkara, 2004). In order to make employees satisfied with and committed to their jobs, there is a need for strong and effective motivational strategies at various levels of the organisation. Ayeni and Phopoola (2007) have found a strong relationship between job satisfaction and organisational commitment.

Understanding the relationship between job satisfaction and organisational commitment is very crucial these days because people now often do not prefer to stay with the same organisation for long. It has become hard for organisations to exercise influence on the employees for retaining them.

This chapter reviews literature related to the concept of organisation commitment, it will give an overview of what the term organisational commitment means. Various definitions from different scholars will be used to explain this phenomenon. The chapter will also discuss theories that seek to explain the concept of organisational commitment. The chapter will also examine factors that influence organisational commitment. The consequences of organisational commitment will also be discussed at the end of the chapter.

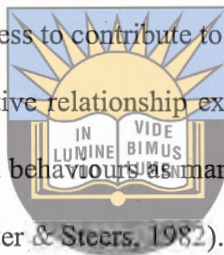


## University of Fort Hare *Together in Excellence*

### **4.1 Definition of organisational commitment**

Two different approaches have been taken in defining organisational commitment (Steers & Porter, 1983). In the first approach, organisational commitment is referred to as a *behaviour*, while in the second approach, organisational commitment is referred to as an *attitude*. According to behavioural approach, an individual is viewed as committed to an organisation if he is bound by past actions of such costs (fringe benefits, salaries as a function of age and tenure). Thus, an individual becomes committed to an organisation because it has become too costly for him to leave. In this approach, organisational commitment is depicted as more calculative in nature (Etzioni, 1961).

In contrast, in the attitudinal approach, organisational commitment is viewed as a more positive individual orientation towards the organisation; here, organisational commitment is defined as a state in which an employee identifies with a particular organisation and its goals, and he wishes to maintain membership in the organisation in order to facilitate its goals. Incorporated into this approach are the works of Etzioni (1961) and Kanter (1968). Three factors of attitudes and behaviours lend salience to the characterization of organisational commitment. They are acceptance of and a belief in the values and goals of the organisation; desire to maintain organisational membership; and a willingness to contribute to the organisation. This definition of organisational commitment denotes an active relationship exchange between the employee and the organisation and involves attitudes and behaviours as manifestations of the actual concept of organisational commitment (Mowday, Porter & Steers, 1982).



## University of Fort Hare

*Together in Excellence*

O'Reilly and Chatman (1986) define organisational commitment as a psychological attachment to the organisation predicted by three independent constructs, those of compliance and internalization. Compliance is defined as involvement for the extrinsic rewards. Identification is involvement with the organisation because of the desire for affiliation and is an important mechanism in the developing process of psychological attachment (Bowlby, 1982). Internalisation is involvement based on the individual's acceptance of the organisation's values.

The definition of the Mowday, Porter and Steers (1982) organisational commitment model, acceptance and belief in the values and goals of an organisation is based on psychological attachment (O'Reilly & Chatman, 1986). Maxwell & Steele (2001) carried out a study to identify the determinants of organisational commitment and its effects in the organisation. The results

suggested that organisational commitment is determined by job characteristics such as the job scope and work experiences such as rewards and employee importance. The findings further suggested that organisational commitment was positively related to employee performance.

Mowday, Porter and Steers (1982), state that organisational commitment is a global construct revealing the affective responses of the employee to the whole of the organisation. The development of organisational commitment begins at the time of employment, continues over a period of time and involves interplay of attitudes and behaviours. Porter, Crampon and Steers (1976) reported that the level of commitment reported by employees on the first day of employment predicted turnover up to several months on the job.



Organisational commitment has also been defined and measured in several different ways and it has been related with many job related variables. Allen & Meyer (1990) developed a measure of organisational commitment with three major components: affective, continuance, and normative. The affective component of organisational commitment refers to employees' emotional attachment, identification and involvement in the organisation; the continuance component refers to commitment based on the costs that employees associate with leaving the organisation; and normative commitment reflects an employee's feeling of obligation to remain with the organisation, that is, persons with a strong sense of normative commitment remain in organisations because they feel they ought to do so (Sarmad, 2007; Ayeni et al., 2007, & Omar et al., 2007).

## 4.2 Types of employee commitment

Bussing (2002) identifies three sources of commitment: the instrumental, affective and normative source. Affective commitment emphasizes attachment to the organisation; individuals put all their energy into their organisations, which is not expected of them. According to Bussing (2002), instrumental commitment focuses on the idea of exchange and continuance. Normative commitment focuses on an employee's feelings of obligation to stay with an organisation. Bagraim (2003) states that although various multidimensional models of organisational commitment exist, three models, which are proposed by Allen and Meyer (1997) are widely accepted in organisational research.



Penly and Gould (1988) argued that commitment may be perceived in terms of three facets: moral, calculative and alienative commitment. Moral and alienative commitment represents affective commitment, whilst calculative commitment can be associated with instrumental commitment. However, (Bragg 2002) identifies four types of employee commitment:

- The first type is the “want to” commitment. According to Bragg (2002) these workers are devoted and loyal to the employer. They are prepared to go the extra mile for the employer and take on extra responsibilities. These employees come to work with a positive state of mind and are prepared to go an extra mile for the organisation.
- The “have to” commitment is the second type. This involves are workers who are trapped workers Bragg, (2002). These types of employees remain with the organisation for many reasons. One of the reasons is that they cannot find alternative employment elsewhere. According to Bragg, these employees have bad attitudes, poor habits and disobey instructions from management and supervisors.

- The “ought to” commitment is the third type. It involves workers who feel obligated to stay with an organisation. They have a value system that says it is not the right time to leave work.
- The fourth type is the disconnected or uncommitted group of employees. They have no reason to stay with the organisation and at every opportunity are on the lookout for new employment. They are basically halfway on their way out. These workers have no intention to stay or they have no loyalty to an organisation that they are working for at all.



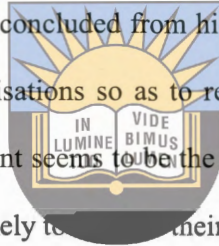
#### 4.2.1 Affective commitment

Affective commitment is conceptualised as “an individual’s attitude towards the organisation, consisting of a strong belief in, and acceptance of, an organisation’s goals, willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation” (Mowday et al., 1982). Meyer and Allen (1984) define affective commitment as the employee’s “positive feelings of identification with, attachment to and involvement in the work place.” Bagraim (2003) maintains that “affective commitment develops if employees are able to meet their expectations and fulfil their needs within the organisation.”

Affective commitment results in employees staying within an organisation because they want to, and according to Romzek (1990), these employees will generally act in the organisation’s best interest and are less likely to leave the organisation. Eisenberg, Huntington, Hutchinson and Sowa (1986) conclude that individuals will expend different degrees of effort and maintain differing affective responses to an organisation depending upon perceived commitment of an

employee to the organisation. Therefore, employees will exhibit organisational commitment in exchange for organisational support and rewards.

According to Kroth (2007) affective commitment is the most positive form of commitment because employees who possess it will exert more effort in the organisation out of genuine willingness rather than obligation. Somers (2009), in a study of 288 hospital nurses found that positive work outcomes such as low turnover intentions and low levels of stress are associated with affective commitment. Riley (2006) concluded from his study that managers need to foster affective commitment within their organisations so as to reduce turnover intentions. From the foregoing discussion, affective commitment seems to be the most desirable form of commitment and the one that organisations are most likely to foster in their employees.

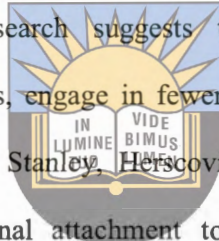


University of Fort Hare  
*Together in Excellence*

#### **4.2.2 Continuance commitment**

Allen and Meyer (1984) maintain that continuance commitment can be used to refer to anything of value that an individual may have invested such as time, money and effort, which would be lost or be deemed worthless at some perceived cost to the individual if he/she were to leave the organisation. Such investment might include contributions to non-vested pension plans, development of organisation-specific skills or status, use of organisational benefits such as reduced mortgage rates and so on. The perceived cost of leaving may be exacerbated by a perceived lack of alternatives to replace or make up for the for-gone investments (Allen & Meyer, 1984). Buitendach and De Witte (2005) posit the view that continuance commitment can be conceptualised as the propensity for employees to feel committed to their organisation based on their perceptions of the associated cost of leaving the organisation.

Cohen (2003) carried out a factor analysis and found that the continuance commitment scale is actually a two-dimensional construct, consisting of 'personal sacrifices' and 'low alternatives'. The former represents the personal sacrifices (costs) that would result from leaving the organisation and the latter represents the role of available employment alternatives in the decision to maintain membership in one's organisation. Chelladurai (2006) is of the view that employees who continue in an organisation due to the strong costs associated with leaving, are less likely to make positive contributions to the organisation than those motivated by affective commitment. Evidence from past research suggests that employees with continuance commitment might be poorer performers, engage in fewer citizenship behaviours and exhibit more dysfunctional behaviours (Meyer, Stanley, Herscovitch & Topolnysky, 2002). This is probably due to their lack of emotional attachment to the organisation, as maintaining membership in the organisation for them is due to the perceived loss of benefits if they leave, or the unavailability of alternative employment elsewhere.



University of Fort Hare  
*Together in Excellence*

#### **4.2.3 Normative commitment**

Normative commitment reflects an employee's feeling of obligation to remain with the organization, that is, persons with a strong sense of normative commitment remain in organisations because they feel they ought to do so (Sarmad, 2007; Ayeni et al., 2007, Omar et al., 2007). According to Bagraim (2003), employees experience normative commitment due to their internal belief that it is their duty to do so. Sparrow and Cooper (2003) suggest that normative commitment encompasses an employees' felt obligation and responsibility towards an organisation and is based on feelings of loyalty and obligation.

Jex (2002), on the other hand, is of the view that the most powerful determinant of normative commitment is simply the manner in which an organisation treats its employees. A psychological contract exists when an employee enters an organisation and it represents an employee's perceptions of what he/she feels is reasonable treatment as a member of the organization, for example, fair remuneration or cooperative supervision. Normative commitment will therefore be high when an employee perceives that the organisation is honouring its end of the psychological contract.



Meyer and Allen (1997) suggest that these three components of organisational commitment are not mutually exclusive and that all three components may influence an individual's decision to continue membership in the organisation. For example, an employee may continue to work for an organisation because the organisational environment is acceptable (i.e. affective commitment), the cost of leaving the organisation is prohibitive (i.e. continuance commitment) and he/she feels obligated to continue working for the organisation.

University of Fort Hare  
*Together in Excellence*

#### 4.3 The antecedents of organisational commitment

Organisational commitment is determined by a number of factors, including personal factors (such as, age, tenure in the organisation, disposition, internal or external control attributes; organisational factors (job design and the leadership style of one's supervisor); non-organisational factors (availability of alternatives) all these things affect subsequent commitment.

### 4.3.1 Personal determinants

This section of this chapter discusses the personal determinants of organisational commitment.

#### 4.3.1.1 Age

As many employees age, their level of commitment towards their employing organisations increases. Such research indicates a significant relationship between organisational commitment and age. Other, researchers (Meyer & Allen, 1997; Cramer, 1993; Lok & Crawford, 1999; Loscocco, 1990; Luthans, 1992; Mowday et al., 1982; Sekaran, 2000) support the findings that the relationship between organisational commitment and age is significant.

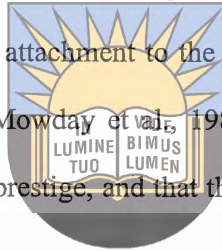


Some theorists postulate that, as individual's age, alternative employment opportunities become limited, thereby making their current jobs more attractive (Kacmar et al., 1999; Mathieu & Zajac, 1990; Mowday et al., 1982). Other proponents hypothesise that older individuals may be more committed to their organisations because they have a stronger investment and a longer history with the organisation than do younger employees (Harrison & Hubbard, 1998; Kacmar et al., 1999).

Therefore, younger employees are generally likely to be more mobile and to have lower psychological investment in the organisation. The older employees become, the less willing they are to sacrifice the benefits and idiosyncratic credits that are associated with seniority in the organisation (Hellman, 1997).

#### 4.3.1.2 Tenure

Tenure or the length of service of employees contributes towards increasing the employees' levels of commitment to the organisation. Some research corroborates the view that a positive relationship exists between organisational commitment and tenure (Loscocco, 1990; Luthans, 1992; Mowday et al., 1982). One possible reason for the positive relationship between tenure and commitment may be sought in the reduction of employment opportunities and the increase in the personal investments that the individual has in the organisation. This is likely to lead to an increase in the individual's psychological attachment to the organisation (Harrison & Hubbard, 1998; Lim et al., 1998; Luthans, 1992; Mowday et al., 1982). Sekaran (1992) maintains that tenure is associated with some status and prestige, and that this induces greater commitment and loyalty to the employing organisation.



### University of Fort Hare *Together in Excellence*

However, researchers such as Luthans, McCaul and Dodd (1985) failed to find support for the relationship between tenure and organisational commitment. Kinnear and Sutherland's (2000) research did not support the relationship between organisational commitment and tenure. This is further substantiated by Cramer (1993) who contends that longer tenure is not associated with greater commitment when age, rather than age at joining the organisation, is controlled. Nevertheless, it is possible, as Sekaran (1992) contends that tenure carries an element of status and prestige, and this induces greater commitment and loyalty to the employing organisation.

#### 4.3.1.3 Level of education

Research generally indicates an inverse relationship between organisational commitment and an individual's level of education. However, the results are not unequivocal (Luthans et al., 1987; Mowday et al., 1982; Vorster, 1992). Quite a number of researchers maintain that the higher an employee's level of education, the lower that individual's level of organisational commitment (Luthans et al., 1987; Mathieu & Zajac, 1990; Mowday et al., 1982). The negative relationship may result from the fact that highly qualified employees have higher expectations that the organisation may be unable to fulfil.



Chusmir (1982) maintains that there is a positive relationship between commitment and educational qualifications, and level of education may be a predictor of commitment, particularly for working women. However, the level of education does not seem to be consistently related to an employee's level of organisational commitment (Meyer and Allen, 1997).

**University of Fort Hare**  
*Together in Excellence*

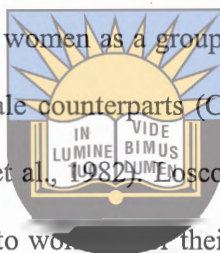
Higher levels of education are postulated to enhance the possibility that employees can find alternative employment which may reduce their levels of commitment. McClurg's (1999) research found that highly educated employees had lower levels of organisational commitment. This is supported by other research findings (Luthans et al., 1987; Mowday et al., 1982 and Vorster, 1992).

More educated individuals may also be more committed to their profession. As a result, it would become difficult for an organisation to compete successfully for the psychological involvement

of these employees (Mowday et al., 1982). This is because, according to Mathieu and Zajac (1990), more highly qualified individuals have a greater number of alternative work opportunities. However, Billingsley and Cross (1992) failed to find support for a relationship between education and commitment.

#### 4.3.1.4 Gender

The general contention appears to be that women as a group tend to be more committed to their employing organisation than are their male counterparts (Cramer, 1993; Harrison & Hubbard, 1998; Mathieu & Zajac, 1990; Mowday et al., 1982). Roscocco (1990) found that women were more likely to report that they are proud to work for their organisation, that their values and the organisation's values are similar, and that they would accept almost any job offered to them in order to remain with their current employer.



University of Fort Hare  
*Together in Excellence*

Several explanations have been offered to account for the greater commitment of female employees. Mowday et al. (1982) maintain that women generally have to overcome more barriers to attain their positions within the organisation. They argue that the effort required to enter the organisation translates into the higher commitment of female employees. Harrison and Hubbard (1998) similarly argue that women display greater commitment because they encounter fewer options for employment.

Numerous researchers have, however, failed to find support for a relationship between gender and organisational commitment (Billingsley & Cross, 1992; Ngo & Tsang, 1998; Wahn, 1998).

It may, thus, be concluded that a growing body of evidence appears to support either no gender differences in organisational commitment or the greater commitment of women (Wahn, 1998).

#### 4.4 The effect of organisational commitment

Researchers have studied the consequences of organisational commitment in the workplace, especially how it affects factors such as performance, turnover and absenteeism. The different effects of organisational commitment on these organisational variables are explored below.



##### 4.4.1 Job performance

Results from research on the impact of organisational commitment on job performance seem to be inconclusive. In a study of guest workers in an Arab country, Shaw, Delery and Abdulla (2003) found organisational commitment to be a significant predictor of overall performance. Other research has also found a positive relationship between commitment and performance (Steyrer, Schiffinger & Lang, 2008). In similar studies, Cichy, Cha and Kim (2009) investigated the relationship between the multidimensional constructs of organisational commitment and performance. The results indicated that affective commitment has the strongest positive effect on performance, while continuance commitment is negatively related to performance. There was a low positive association between normative commitment and performance.

On the other hand, Mathieu and Zajac (1990) found no relationship between commitment and job performance. Hartline and Ferrell (1996) actually established a negative relationship.

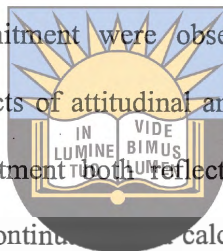
Chelladurai (2006) is of the view that these inconsistent results are due to several factors such as organisational policies, ability of the employee, quality of supervision, the resources made available to the employee and the degree to which performance of the task is dependent on other people. These factors moderate the commitment-performance relationship, thus producing varying results. Benkhoff (1997) argues that the inconsistent results of the commitment-performance relationship are due to the use of incorrect instruments to measure organisational commitment.



#### 4.4.2 Turnover and absenteeism

Compared to the commitment-performance relationships discussed above, the relationships of organisational commitment with intention to leave, actual turnover and absenteeism seem to be stronger. This is a critical finding because turnover and absenteeism can be costly to an organisation in terms of recruiting and training new employees, and the loss in production due to employees missing work (Chelladurai, 2006). In a study of turnover among correctional workers, Wagner (2007) found that organisational commitment has an inverse relationship with turnover. That is, higher levels of organisational commitment are associated with lower levels of turnover. The argument is that an employee who feels attached to the organisation is less likely to quit and seek employment elsewhere. Other researchers also found a strong negative correlation between organisational commitment and turnover and absenteeism (Lambert & Hogan, 2009).

Meyer and Allen (1997) caution against treating organisational commitment as a unilateral concept, and suggest that different components of organisational commitment may have varying effects on employee turnover and absenteeism. This is supported by Somers (2009), who used a three-component model to study turnover intentions, turnover and absenteeism. Affective commitment emerged as the most consistent predictor of these outcomes and was the only component of commitment with a strong negative relationship with turnover intentions, turnover and absenteeism. Normative commitment was inversely related with turnover intentions only, while no effects of continuance commitment were observed. Affective and continuance commitment correspond with the constructs of attitudinal and calculative commitment. This is because affective and attitudinal commitment both reflect one's emotional attachment and identification with the organisation, and continuance and calculative commitment both represent the tendency to remain in the organisation only to prevent loss of leaving (Hogg & Terry, 2002).



**University of Fort Hare**  
*Together in Excellence*

The strong association that affective (attitudinal) commitment has with turnover and absenteeism is probably because employees with an emotional attachment to the organisation are less likely to engage in withdrawal behaviours or to miss work. Normative commitment is strongly linked to turnover intentions because employees who feel that they have a moral obligation to remain in the organisation will have no intentions to leave (Meyer & Allen, 1997). This implies that management should be cautious about the type of commitment they instil in their employees. The preceding discussion suggests affective (attitudinal) commitment to be the ideal type as it is strongly linked to lower turnover and absenteeism rates.

## 4.5 Conclusion

This chapter reviewed literature related to the concept of organisation commitment; it gave an overview of what the term organisational commitment means. Various definitions from different scholars were used to explain this phenomenon. The chapter also discussed theories that seek to explain the concept of organisational commitment. The chapter also examined factors that influence organisational commitment. The consequences of organisational commitment were also discussed at the end of the chapter.



University of Fort Hare  
*Together in Excellence*

## Chapter 5

### Literature Review: literature relating job satisfaction, job involvement and organisational commitment

#### 5. Introduction

The chapter reviews previous literature relating job satisfaction, job involvement and organisational commitment.



#### 5.1 Previous research relating job satisfaction and organisational commitment

### University of Fort Hare

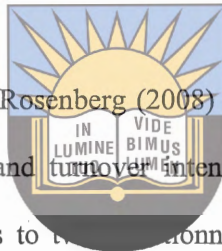
*Together in Excellence*

There has been previous research that has examined the relationship between job satisfaction and job involvement, on the one hand and organisational commitment, on the other. Yang and Chang's (2008) study looked at how nursing staff's job satisfaction and organisational commitment levels change when they perform emotional labour. They examined the relationship among emotional labour, job satisfaction and organisational commitment from the perspective of nursing staff. After nursing staff responded to questionnaires, the results revealed, among other findings, that job satisfaction significantly and positively correlated with organisational commitment.

Guleryuz *et al.* (2008) conducted a questionnaire survey on the mediating effect of job satisfaction between emotional intelligence and organisational commitment in a sample of nurses. The findings of the study were that emotional intelligence was significantly and

positively related to both job satisfaction and organisational commitment. Job satisfaction and organisational commitment were found to have a significant positive correlation.

Cramer (1996) studied the relationship between job satisfaction and continuance commitment among professional employees in a British engineering company. This research involved the use of LISREL with latent variable analysis. The two panel study's findings suggested that the relationship between job satisfaction and continuance commitment was false.



In the study by Mosadeghrah, Ferlie and Rosenberg (2008) about the relationship between job satisfaction, organisational commitment and turnover intention among hospital employees, a sample of 629 employees gave responses to the questionnaires. Among other results of that study, it was revealed that the employees were moderately satisfied with their jobs and committed to their organisations.

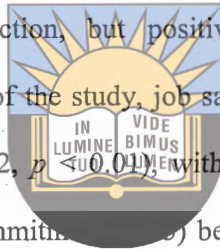
University of Fort Hare  
*Together in Excellence*

Another study in a hospital environment is that by Ho, Chang, Shih and Liang (2007) who analyzed the effects of job rotation and role stress among nurses on their job satisfaction and organisational commitment. A sample of 532 nurses provided data which revealed, among other findings, that job rotation could affect their job satisfaction and organisational commitment and that job satisfaction has a positive effect on organisational commitment.

A study of the relationship between the variables of job satisfaction and organisational commitment was conducted by Feinstein and Vondrasek (2006) using a sample of employees working for a restaurant chain. Analysis was carried out using ANOVA and multiple regression

analysis. Some of the findings from the sample data were that satisfaction with policies, compensation, working conditions and advancement had a significant relationship to organisational commitment.

The study of Kim, Leong and Lee (2005) focused on the effects of service orientation on job satisfaction, organisational commitment and intention to leave in a casual dining chain restaurant. The study's results were that the variable customer focus of employees was negatively associated with job satisfaction, but positively associated with organisation commitment. Among the other findings of the study, job satisfaction was positively associated with organisational commitment ( $r = 0.32, p < 0.01$ ) with the reliability coefficients for job satisfaction (0.80) and organisational commitment (0.85) being above the threshold of 0.70 for reliability.



**University of Fort Hare**  
*Together in Excellence*

Xiaohua (2008) produced research findings that suggested that that motivation of government employees and their job satisfaction were efficient predictors of their performance. However, public servants' motivation was found to explain more variance in performance than job satisfaction, supporting the idea of a modest correlation between job satisfaction and performance. The findings of the study further revealed that the indirect effects of organisational commitment on performance are achieved by job performance.

Joo and Lim (2009) studied the impact of personal characteristics and contextual characteristics on employees' extrinsic motivation and organisational commitment. Employees were found to exhibit the highest organisational commitment when they perceived higher learning culture or greater job complexity.

A study by Markovits, Davis and Van Dick (2007) looked at job satisfaction and organisational commitment among Greek private and public sector employees. A profiles-based approach to organisational commitment was adopted. In addition to confirming the utility of the profiles approach towards studying organisational commitment, the study found that affective commitment was the most influential component of organisational commitment regarding levels of intrinsic and extrinsic job satisfaction.

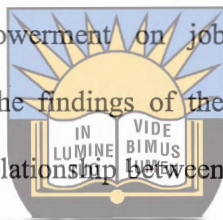


## University of Fort Hare *Together in Excellence*

A recent study was conducted in Turkey by Gunlu, Aksarayle and Percin (2010) regarding the relationship between job satisfaction and organisational commitment among hotel managers. Basically the study looked at the relationship between job satisfaction and organisational commitment. It also looked at whether there was a significant relationship between the characteristics of the sample, job satisfaction and organisational commitment. The results obtained from this study indicated that extrinsic, intrinsic and general job satisfaction have a significant effect on normative and affective commitment. The findings further suggested that the dimensions of job satisfaction had no significant impact on continuance commitment among the hotel managers.

Lambert and Hogan (2009) studied the importance of job satisfaction and organisational commitment in shaping turnover intent among correctional facility employees. Staff members of the maximum security prison were surveyed and multivariate ordinary least squares regression equations were used. The results of this study indicated that age, job satisfaction and organisational commitment directly influence turnover intent.

Chang, Shih and Lin (2010) conducted a cross-sectional questionnaire survey to study the mediating role of psychological empowerment on job satisfaction and organisational commitment for school health nurses. The findings of the research were that psychological empowerment did not fully mediate the relationship between job satisfaction and organisational empowerment due to the strong direct effect of job satisfaction and organisational empowerment. The influence of empowerment on organisational commitment was mediated through job satisfaction. The researchers suggested that improving job satisfaction levels of school health nurses would help school leaders achieve greater organisational commitment.



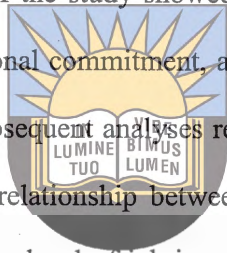
University of Fort Hare  
*Together in Excellence*

## 5.2 Previous research relating job involvement and organisational commitment

The organisational commitment meta-analysis conducted by Mathieu and Zajac (1990), revealed that among the foci of commitment, the job involvement and organisational commitment relationship is frequently investigated. The two variables are also considered to influence some forms of work-related behaviour independently. O'Reilly and Chatman (1986) reported that job involvement is an outcome of psychological commitment to an organisation. They also argued that job involvement is included in the category of independent variables that are relevant to organisational commitment. They further averred that employees who display high levels of

organisational commitment and job involvement may be the least likely to engage in voluntary turnover.

Chin-chih Ho (2006) investigated the relationship between work values, job involvement and organisational commitment among Taiwanese nurses. The data was collected using a survey questionnaire which included socio-demographic data, work values, job involvement and organisational commitment. The results of the study showed that work values were positively related to job involvement and organisational commitment, and job involvement was positively related to organisational commitment. Subsequent analyses revealed that job involvement could play an important role in mediating the relationship between work values and organisational commitment, and that establishing a higher level of job involvement among employees may be more important than focusing only on organisational commitment. It was further anticipated that improving various work-related attitudes would result in reduced turnover and absenteeism and more effective organisations.



University of Fort Hare  
*Together in Excellence*

Uygun and Kilic (2009) studied the level of organisational commitment and job involvement of the personnel at Central Organisational, Ministry of Health, in Turkey. Questionnaires were distributed to a total of 210 subjects. Of this number, 180 (86%) returned the questionnaires and of these, 168 were found to be useable. A significant positive correlation was found between organisational commitment and job involvement ( $r = 0.44, p < 0.001$ ).

In a study on the effects of organisational commitment, job involvement and culture on employee voluntary turnover, Fletcher (1998) found that organisational commitment and job involvement are positively associated.

Fostering job involvement is an important organisational objective because many researchers consider it to be a primary determinant of organisational commitment (Pfeffer, 1994) and individual motivation (Hackman & Lawler, 1971). These links stem from the theoretical notion that being immersed in one's work increases motivational processes, which in turn influence organisational commitment and other relevant outcomes like turnover and absenteeism (Diefendorff et al., 2002).



## University of Fort Hare

*Together in Excellence*

In a study by Knoop (1995), the relationships among a cluster of attitudes toward work and the job were investigated using a sample of 171 nurses. The hypothesis was that involvement in work, commitment to the employing organisation and overall satisfaction with the job would be significantly correlated. The results indicated the degree of the relationship between commitment and job involvement to be moderately high.

In a study conducted by Sjoberg and Sverke in a Swedish Emergency Hospital (2000), it was found that organisational commitment and job involvement are significantly positively correlated. Blau and Boal (1989) found that nurses with a higher level of job involvement and organisational commitment had significantly less unexcused absences than nurses with lower levels of job involvement and organisational commitment.

There are studies claiming that there is a negative correlation between educational status and organisational commitment and job involvement (Angle and Perry, 1981; Sommer et al., 1996). As a result of a study they conducted, however Mathieu and Zajac (1990) pointed out that there is no strong correlation between educational status and organisational commitment and job involvement.

### 5.3 Previous research relating job satisfaction, job involvement and organisational commitment



Moynihan and Pandey (2007) conducted a study in which they made a comparison of job satisfaction, job involvement and organisational commitment. A sample of 274 employees from the public health sector and human services managers was used. The study indicated that there is a moderately positive correlation between job satisfaction and organisational commitment. Moynihan and Pandey (2007) also argued that managers had greatest influence over job satisfaction and the least influence over job involvement.

**University of Fort Hare**  
*Together in Excellence*

Warsi, Fatima and Sahibzada (2009) conducted a study focusing on organisational commitment in relation to other variables; among those variables was job satisfaction. The sample was made up of public sector employees. The results obtained from the sample indicated that there was a positive, strong and significant relationship between job satisfaction and organisational commitment. The results also indicated that there was a moderate positive correlation between job involvement and organisational commitment.

Ha-Young and Hyun (2009) conducted a study with the prime aim to analyze an empirical test to classify workers' character in private and public organisations. They sought to answer the question, "what are important organisational determinants of job involvement and job satisfaction?" The findings of the study suggested that job satisfaction has greater power to influence organisational commitment than job involvement. They further argued that an increase in the work content and wage satisfaction results in an increase in organisational commitment.

## 5.5 Conclusion

The chapter reviewed literature relating job satisfaction and job involvement, on the one hand and organisational commitment on the other.

**University of Fort Hare**  
*Together in Excellence*



## Chapter 6

### Method of investigation

#### 6. Introduction

This chapter provides an outline of the research methodology employed in this study. The sample, sampling method, measuring instrument, procedure for data collection and statistical techniques utilized are described.



#### 6.1 Population

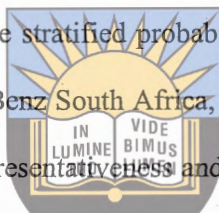
### University of Fort Hare *Together in Excellence*

According to Sekaran (2003), the population of a study is the entire group of people, events, or things of interest that the researcher wishes to investigate. It is the aggregate of all units that have a chance of being included in the sample to be studied. The population involved in the present study will be the male and female lower-level employees of motor car manufacturing companies as represented by Mercedes Benz South Africa (MBSA), in East London. The population for this research includes about 1000 employees from MBSA, East London. From the total population 10% of the lower-level employees were used as a sample. Their job titles includes; assemblers, material handlers, inspectors, machine-operators, coordinators and drivers.

## 6.2 Selection of the sample and sampling procedure

Gray (2004) defines a sample as a set of objects, occurrences or individuals selected from a parent population for a research study. The sample selected was a fairly large portion of the non-managerial employees of MBSA and was thus fairly well representative of the population. In this sense, the characteristics of the sample represent those of the entire population. The method used to collect the sample in this study was the stratified probability sampling method. A sample of 100 lower-level employees of Mercedes Benz South Africa, East London was selected. Random sampling was used because it ensures representativeness and generalisability of results. Random sampling is a probability sampling method, whereby each element in the population has some known chance or probability of being selected as a subject (Uma, 2003). In this study employees were divided according to their work stations, for example work station 1, 2, 3, 4, etc. Each work station represented a stratum. To ensure that samples adequately represented the relevant strata (work stations), respondents were randomly selected from within strata, that is, from each work station using a table of random numbers.

The sampling procedure for the research began with a preliminary compilation of a sampling frame. A sampling frame is “a complete list in which each unit of analysis is mentioned only once”. The sampling frame was required for clarity about the population of interest. As stated before, a table of random numbers was used to ensure that the sample was representative of the sample frame. The research site (i.e. Mercedes Benz South Africa East London) was visited for data collection.



University of Fort Hare  
*Together in Excellence*

The advantage of using this sampling procedure is that it has the least bias and offers the most generalisability. However Uma (2003) argued that, because every person or item in a population has to be listed before the corresponding random numbers can be read, this method is very cumbersome to use for a large population, hence the decision to focus on only Mercedes Benz South Africa in East London as a representative of the motor industry.

### 6.3 Biographical and occupational description of the sample

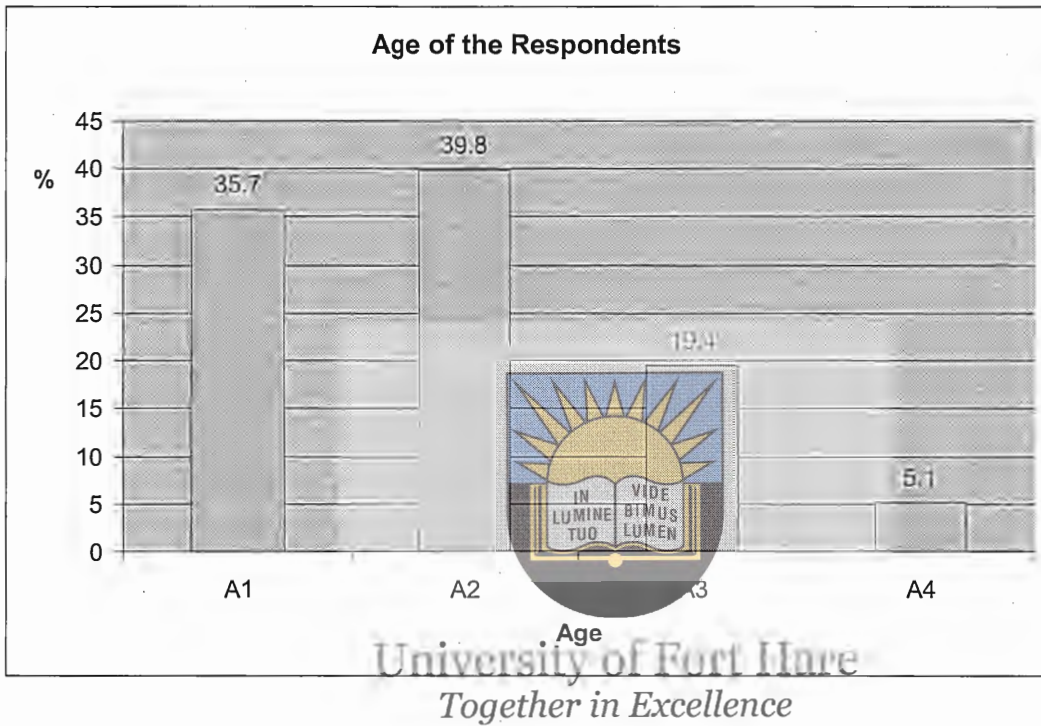
This section presents the demographic and occupational characteristics of the sample. These characteristics include age, gender, marital status, educational qualifications, position held in the organisation and job tenure.



## University of Fort Hare *Together in Excellence*

The age distribution of the respondents that participated in this study is illustrated in Figure 1, the gender distribution in Figure 2, the marital status distribution in Figure 3, the education qualification distribution in Figure 4, the distribution according to job titles in figure 5, and the distribution according to organisational tenure in Figure 6.

**Figure 1: Age of the respondents**



Key A1: 21-30;      A2: 31-40      A3:41-50      A4: 51+

Figure 2, shows the age distribution of respondents. It shows that 39.8% of the respondents were between the ages of 31 and 40, 35.7% were between the ages of 20 and 30, 19.4% were between the ages of 41 and 50 and 5.1% were 51 years old or above.

Figure 2: Gender distribution of the respondents

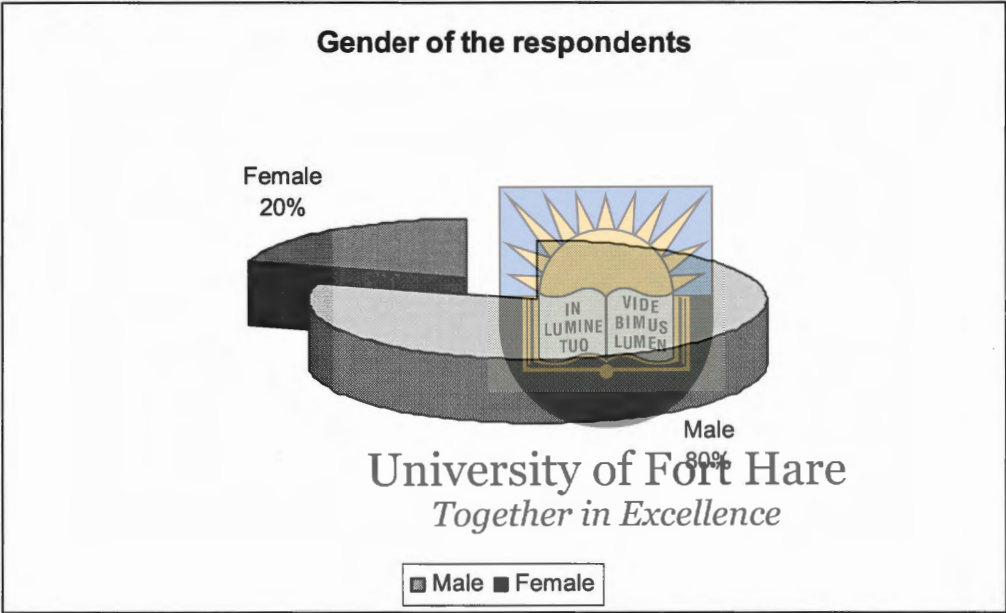


Figure 3 shows that 80 respondents (80%) were male and 20 respondents (20%) were female.

**Figure 3: Marital status of the respondents**

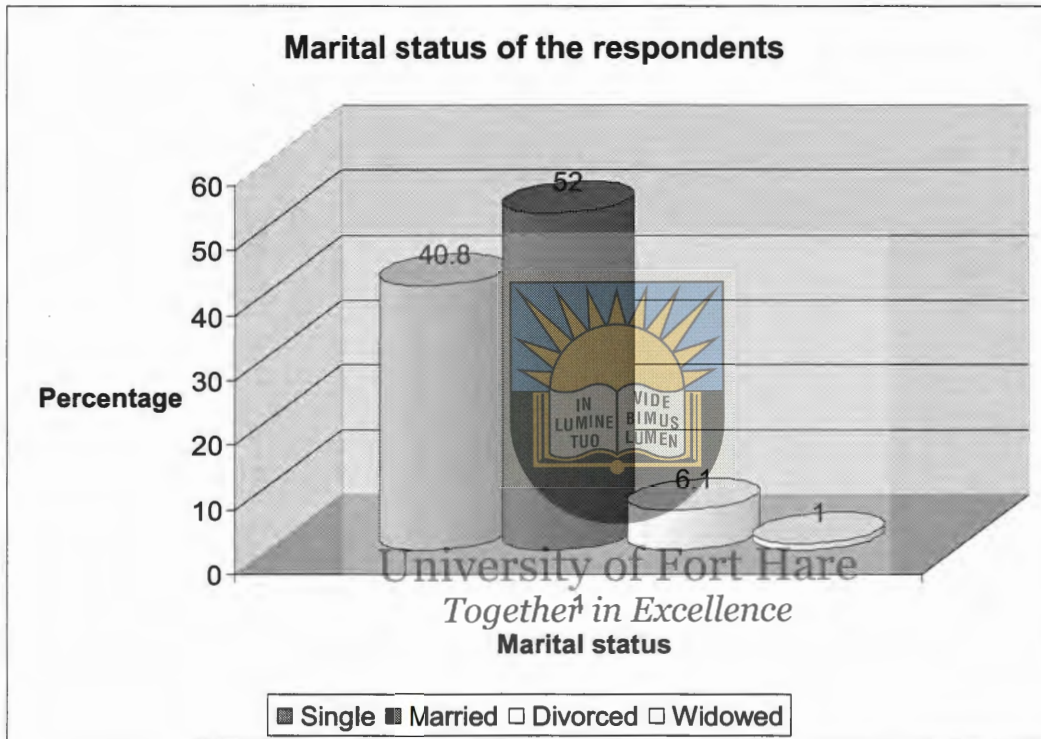
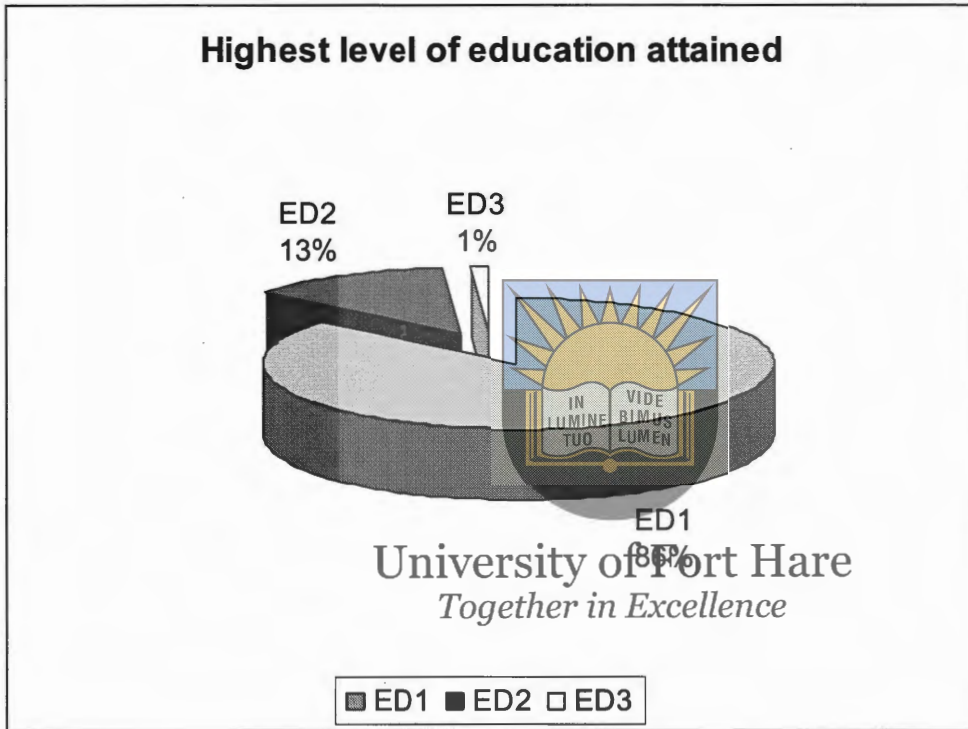


Figure 3, shows that 52% of the respondents were married, 40.8% were single, 6.1% were divorced and 1% were widowed.

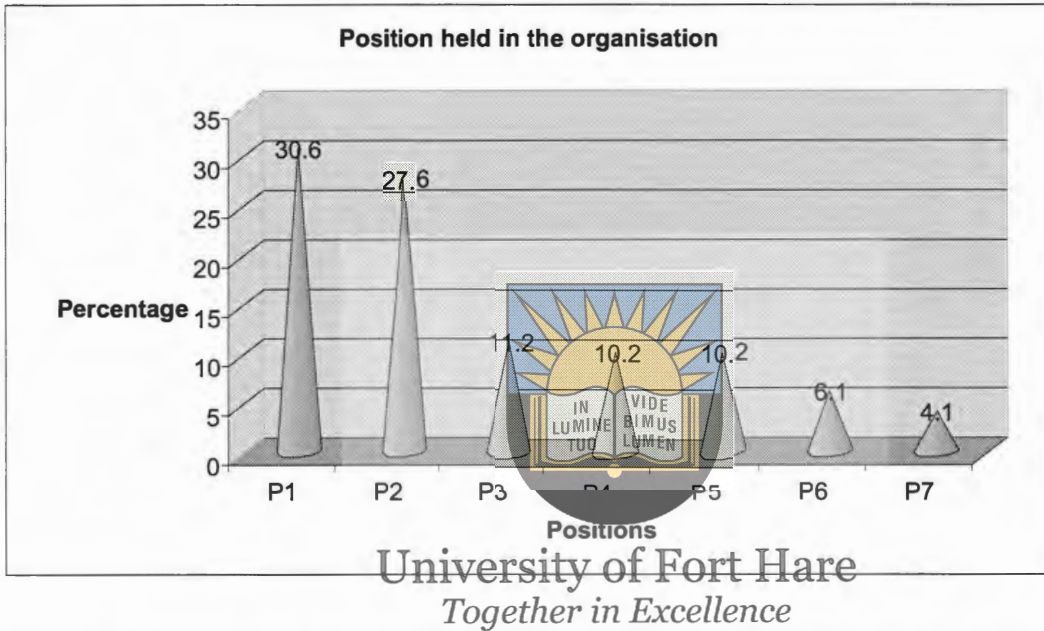
**Figure 4: Educational qualifications of the respondents**



Key: ED1: High School or below    ED2: Certificate    ED3: Unknown

Figure 4 shows that 86% of the respondents had Grade 12 or below, 13% had post-high school certificates and 1% did not specify what kind of qualifications they had.

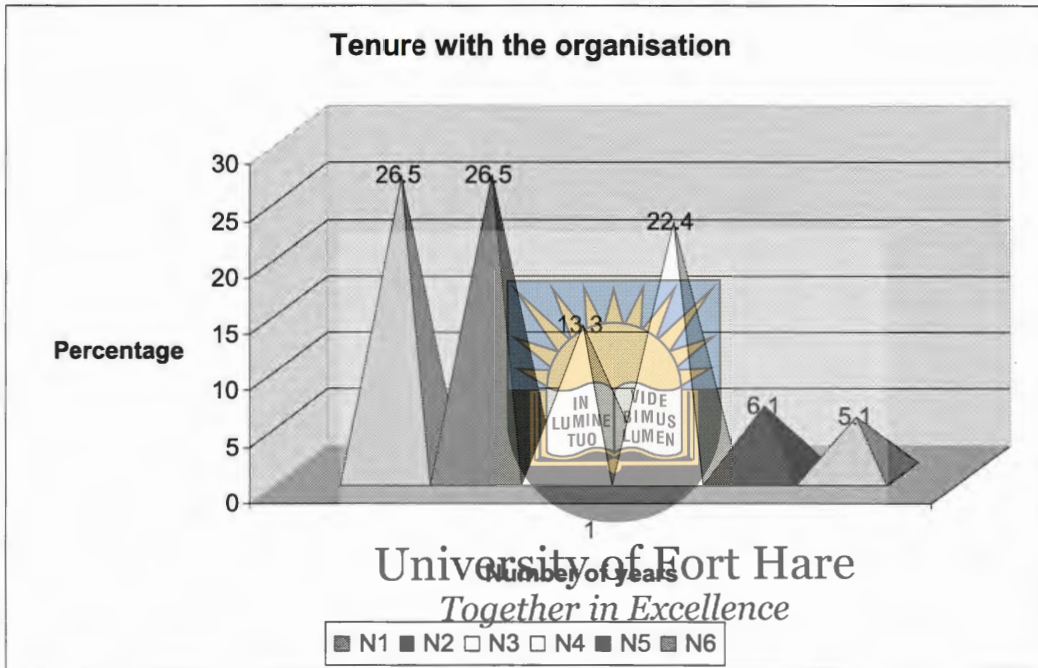
**Figure 5: Position held in the organisation**



Key: P1: Assembler P2: Material handler P3: Inspector P4: Machine-operator P5: Co-coordinator P6: Driver P7: Unknown

Figure 5 shows that 30.6% of the respondents held the position of assembler; 27.6% were material handlers, 11.2% were inspectors 10.2% were machine operators, another 10.2% were co-coordinators, and 6.1% were drivers. However, 4.1% did not specify their positions in the organisation.

**Figure 6: Number of years in the organisation**



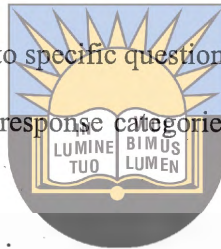
Key: N1: 0-4    N2: 5-9    N3: 10-14    N4: 15-19    N5: 20-24    N6: 25+

Figure 6 presents the distribution of tenure of the respondents in the organisation. A total of 26.5% had been employed by the organisation for four years or less, 26.6% for five to nine years, 13.3% for 10 to 14 years, 22.4% for 15 to 19 years, 6.1% for 20 to 24 years, and 5.1% for 25 years or more.

## 6.4 Research instruments

A four-part questionnaire was used to collect the data. Nachmias and Nachmias (1996) define a questionnaire as a list of questions that is presumably formulated, constructed and sequenced to produce the most constructive data in the most effective manner. The questionnaire method was used because questionnaires:

- translate the research objectives into specific questions that are asked of the respondents;
- standardise the questions and the response categories so that all participants respond to identical stimuli;
- speed up the process of data analysis;
- ask the respondents the same questions;
- are less expensive; and
- offer greater anonymity.



University of Fort Hare  
*Together in Excellence*

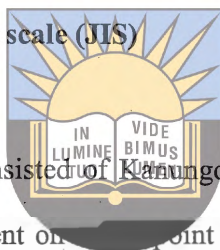
The questionnaire used in this study was self-administered and given by hand. It was accompanied by a covering letter addressed to the prospective respondents.

The questionnaire consisted of the following four parts:

#### 6.4.1 The biographical and occupational data questionnaire

The first part tapped data related to biographical and occupational variables, that is, age, gender, marital status, educational qualifications, position held in the organisation, and tenure. This data was tapped with a view to obtaining a clear understanding of the sample used in the study.

#### 6.4.2 Kanungo's (1982) job involvement scale (JIS)



The second part of the questionnaire consisted of Kanungo's (1982) 10-item job involvement scale. This scale measures job involvement on a seven-point Likert scale with responses ranging from "Strongly disagree" (1) to "Strongly agree" (7). Kanungo (1982) found this scale to have a Cronbach Alpha coefficient of 0.81, which indicates a reasonably high level of internal consistency, and therefore a reasonably high level of reliability and construct validity.

University of Fort Hare  
*Together in Excellence*

#### 6.4.3 Halpern's (1966) job satisfaction scale (JSQ)

The third part of the instrument consisted of Halpern's (1966) job satisfaction questionnaire. It is a seven-point Likert scale ranging from "Very dissatisfied" (1) to "Very satisfied" (7). The scale measures satisfaction both of Herzberg's (1959) motivator and hygiene aspects of the job (Halpern 1966). Fields (2002) reports that this job satisfaction scale has an alpha co-efficient ranging from 0.81 to 0.90

### 6.3.4 Mowday *et al.*'s Organisational Commitment Questionnaire

The fourth part of the questionnaire was adopted from Mowday *et al.* (1979). It is a 15- item questionnaire that measures organisational commitment, using a five-point Likert scale ranging from "Strongly disagree" (1) to "Strongly agree" (5). This questionnaire, referred to as the Organisational Commitment Questionnaire (OCQ) was developed on the basis of Mowday, *et al.*'s (1979) definition of organisational commitment, i.e., "a strong belief in, and acceptance of, the organisation's goals and values; a willingness to exert considerable effort on behalf of the organisation; and a strong desire to maintain membership in the organisation."



This instrument has been tested with several groups such as public employees and university employees. Such tests have yielded reliability coefficients ranging from 0.82 to 0.93 with a median value of 0.90 (Reyes & Pounder, 1993).

University of Fort Hare  
*Together in Excellence*

Mowday *et al.*'s (1979) research indicates that the OCQ is correlated with the Organisational Attachment Questionnaire, with convergent validities across six diverse samples ranging from 0.63 to 0.70. In addition, they demonstrated convergent validity by indicating that OCQ scores were positively correlated with work-oriented life interest and supervisor ratings of subordinates' commitment. Mowday *et al.* (1979) also demonstrated evidence of discriminant validity, reporting low correlations between scores on the OCQ and measures of job involvement, career satisfaction, and job satisfaction. Finally, they indicated that the OCQ has predictive validity based on its correlation with voluntary turnover, absenteeism and job performance.

The rationale for the use of the OCQ in the present study is that it is a reliable and valid instrument for the measurement of organisational commitment, and it is standardized for the South African situation (Kacmar *et al.*, 1999).

#### 6.4 Administration on the questionnaire

In this study, questionnaires were “self-administered.” This means that the respondents filled the questionnaire on the spot. The researcher handed over each questionnaire by hand to the respondents. The respondents took about 30 minutes to fill in the questionnaire. The covering letter was drawn carefully to convey the researcher’s motives and to persuade respondents to give frank responses. The covering letter also explained the nature of the study, as well as assuring respondents of the confidentiality of all information provided. Respondents were also provided with detailed instructions as to how the questionnaires were to be completed and returned. This was also reinforced on the days of completion of the questionnaires by the researcher orally, so that the respondents could for clarity where it was needed. The rationale behind providing clear instructions and assuring confidentiality of information was that this significantly reduces the likelihood of obtaining biased responses (Sekaran, 2003).

Respondents’ names were not asked for. This was done to give them an assurance that their responses would be kept confidential. This approach involves the researcher having direct contact with the respondents. The researcher utilized this method because it is less expensive,



University of Fort Hare  
*Together in Excellence*

ensures anonymity of the respondents and has a high return rate as the researcher can make follow-ups for unreturned questionnaires.

The main advantage of this is that the researcher or a member of the research team can collect all the completed responses within a short period of time. Any doubts or questions that the respondents might have on any question can be clarified on the spot. The researcher is also afforded the opportunity to introduce the research topic and motivate the respondents to offer honest answers. This approach involves the researcher having direct contact with the respondents. The co-operation of the Human Resources Department of Mercedes Benz South Africa made the administration process much easier and quicker. This was facilitated by the HR Manager who arranged one to one meetings between the researcher and the prospective respondents for purposes of questionnaire administration.



**University of Fort Hare**  
*Together in Excellence*

## **6.6 Methods of Analysis**

In analyzing the data collected, graphs were used to describe the data. Also descriptive statistics, Pearson Correlation and Multiple Regression Analysis were employed to analyze the collected data.

### 6.6.1 Descriptive statistics

Descriptive statistics describe the phenomena of interest (Sekaran, 2003). They include the analysis of data using frequencies, dispersions of dependent and independent variables and measures of central tendency and variability and to obtain a feel for the data (Sekaran, 2003). The mean and standard deviation will primarily be used to describe the data obtained from the JSQ, JIS and the OCQ.

### 6.6.2 Inferential statistics

Inferential statistics allow the researcher to present the data obtained in research in statistical format to facilitate the identification of important patterns and to make data analysis more meaningful. According to Sekaran (2003), inferential statistics is employed when generalisations from a sample to the population are made. The statistical methods used in this research include the Pearson Product Moment Correlation and Multiple Regression Analysis.

#### 6.6.2.1 The Pearson Product Moment Correlation

For the purposes of determining whether a statistically significant relationship exists between job involvement and job satisfaction on the one hand, and organisational commitment on the other, the Pearson Product Moment Correlation Coefficient was used.

It provides an index of the strength, magnitude and direction of the relationship between two variables at a time (Sekaran, 2003). The Product Moment Correlation Coefficient is, therefore, suitable for the purposes of the present study.



University of Fort Hare  
*Together in Excellence*

### 6.6.2.2 Multiple Regression Analysis

Multiple Regression Analysis: is a multivariate statistical technique that is used for studying the relationship between a single dependent variable and several independent variables. It provides a method to predict the changes in the dependent variable in response to changes in more than one independent variable. Hence, it allows the researcher to determine the relative importance of each predictor as well as to ascertain the collective contribution of the independent variables (Sekaran, 2003).



### 6.7 Delimitation of the study

Given the logistical constraints such as shortage of resources and time, the study focused on Mercedes Benz South Africa (MBSA) in East London, Eastern Cape Province, as a representative of the motor-car industry. The study only considered lower-level employees - both male and female - from MBSA.

University of Fort Hare  
*Together in Excellence*

### 6.8 Ethical considerations

The researcher observed and abided by the three major areas of ethical concern, ethics of data collection and analysis, treatment of human subjects, and the ethics of responsibility to society (Reese & Fremouw, 1984). To successfully conduct the study, several ethical issues were addressed during the process of collecting data. In this regard, permission to carry out the study in the designated organisation was sought from respective senior managers. The researcher also

obtained informed consent from the participants through the covering letter; all responses were treated as confidential; and the respondents as anonymous.

The researcher informed the respondents orally of their right to acceptance or withdrawal from participation in the research at any point in time during the research. Respondents were also informed by means of the covering letter that the information sought was solely for academic purposes. Finally the researcher, to the best of his ability, ensured that no harm befell any of the respondents, their employer, their families or anyone else that may have had anything to do with the study.



Research should also avoid posing a threat to physical, mental and emotional health. Thus, in conducting the research, the researcher took the following steps regarding ethics. This involved following a number of ethical practices:

**University of Fort Hare**  
*Together in Excellence*

- non-deception of research respondents
- debriefing of respondents regarding the study, that is, its purpose and duration
- contribution of the research to the general good of the organisation
- obtaining respondents' consent that is fully informed and voluntary (done mainly by means of the covering letter)
- individual rights to privacy were observed, through confidentiality of research results
- transparency of research methods to allow for reliability

Attached to each copy of the study questionnaires was a covering letter. The covering letter was used to achieve some of the above-mentioned ethical considerations.

## 6.9 Conclusion

The research methods utilized in this study were explained in this chapter. More specifically, the sample and its selection, the measuring instrument used, the statistical methods used in testing the hypotheses, delimitation of the study and the ethical considerations observed were discussed in this chapter.



University of Fort Hare  
*Together in Excellence*

## Chapter 7

### Results

#### 7. Introduction

The previous chapter described the research methodology used in this study. The present chapter focuses on the results obtained based on the statistical analyses conducted.



#### 7.1 Coefficient Alpha

Cronbach's Coefficient Alpha for the job involvement scale, job satisfaction scale and organisational commitment scale as used in the present study are  $\alpha = 0.81$ ;  $\alpha = 0.82$  and  $\alpha 0.83$  respectively. All three are considered to be within the acceptable range to support reliability of the scales used.

University of Fort Hare  
Together in Excellence

#### 7.2 Descriptive statistics

The descriptive statistics in the form of arithmetic means and standard deviations were computed for Halpern's (1966) Job Satisfaction questionnaire, Kanungo's Job Involvement questionnaire (1982) and Mowday et al.'s (1979) Organisational Commitment Questionnaire. These are presented in Table 1 together with the number of cases (sample size) that responded to each questionnaire.

**Table 1: Mean, standard deviation and total number of cases in relation to organisational commitment, job satisfaction, and job involvement**

	Mean	Std. Deviation	N
Organisational commitment	51.29	11.217	100
Job satisfaction	38.43	13.383	100
Job involvement	33.92	7.519	100

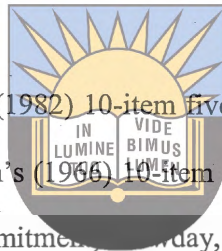


**University of Fort Hare**  
*Together in Excellence*

The level of organisational commitment, job satisfaction, and job involvement among the sample of 100 lower level employees at Mercedes Benz South Africa, east London is depicted in Table 1. The results indicate that organisational commitment has a mean of 51.29 and a standard deviation of 11.217. The results also indicate that the mean for job satisfaction is 38.43 and the standard deviation is 13.383. The results also indicate that job involvement has a mean of 33.92 and a standard deviation of 7.519.

### 7.3 Hypothesis testing

This study sought to investigate the relationship between job involvement and job satisfaction, on the one hand, and organisational commitment, on the other. It also sought to determine the relative strength of the association of each of the two independent variables (job involvement and job satisfaction), on the one hand, with organisational commitment, as a dependent variable, on the other.



To measure job involvement, Kanungo's (1982) 10-item five-point Likert-type rating scale was used. To measure job satisfaction, Halpern's (1966) 10-item seven-point Likert-type rating scale was used. To measure organisational commitment, Mowday, Steers, and Porter's (1979) 15-item five-point Likert-type rating scale was used. Data analysis was done by means of the Pearson Product Moment Correlation Technique, and Multiple Regression Analysis.

**University of Fort Hare**  
*Together in Excellence*

**Table 2: Pearson inter-correlations of job satisfaction, job involvement and organisational commitment**

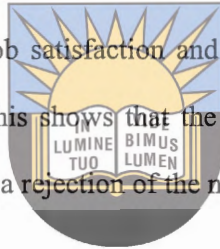
	Organisational commitment	Job satisfaction	Job involvement
Organisational commitment	---	.62**	.53**
Job satisfaction	.62**	---	.44**
Job involvement	.53**	.44**	---

\*<sub>n</sub> = 100      \*\* Significant to 0.01

**Hypothesis 1**

The first null hypothesis of the study ( $H_0$ ) was stated as, “there is no significant positive correlation between job satisfaction and organisational commitment” and the corresponding alternative hypothesis ( $H_1$ ) was that, “there is a significant positive correlation between job satisfaction and organisational commitment”.

This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between overall job satisfaction and overall organisational commitment was found to be  $r = 0.62$ ;  $p < 0.001$ . This shows that the two variables are significantly and highly positively correlated. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis.



**University of Fort Hare**  
*Together in Excellence*

**Table 3: Correlation for overall job satisfaction, extrinsic job satisfaction and intrinsic job satisfaction**

	Extrinsic	Intrinsic	Overall Satisfaction
Extrinsic (Pearson Correlation)	---	.83**	.57**
Intrinsic (Pearson Correlation)	.83**	---	.54**
Overall Satisfaction (Pearson Correlation)	.57**	.54**	---

\*n = 100    \*\* Correlation is significant at 0.01

The two main components of overall job satisfaction, that is, intrinsic and extrinsic job satisfaction were found to be highly inter-correlated. The correlation coefficient between the two was  $r = 0.83$ ;  $p < 0.001$ . This suggests that both are highly correlated with overall organisational commitment. The results also indicated that there is a highly significant relationship between overall job satisfaction and extrinsic job satisfaction ( $r = .57$ ,  $p < 0.01$ ). There is also a highly significant positive relationship between overall job satisfaction and intrinsic job satisfaction ( $r = .54$ ,  $p < 0.01$ ).



University of Fort Hare

Table 4 below indicates the relationship between total organisational commitment and its dimensions. The three main components of organisational commitment, according to Mowday et al., 1979, that are, loyalty to the employing organisation (Loyalty), acceptance of the organisation's values and goals (Value) and willingness to expend a great deal of effort on behalf of the organisation (Effort). These are all highly inter-correlated with overall organisational commitment (see Table 4). The correlation between Loyalty and overall organisational commitment is  $r = 0.91$ ;  $p < 0.001$ . Between Value and overall organisational commitment, the correlation is  $r = 0.99$ ;  $p < 0.001$ . For Effort and overall organisational commitment, the correlation is  $r = 0.98$ ;  $p < 0.001$ .

These high correlations suggest that all three components of organisational commitment are as significantly positively correlated with overall job satisfaction as overall organisational commitment. These high correlations also suggest that the subcategories of job satisfaction

(intrinsic and extrinsic job satisfaction) are highly correlated with the subcategories of organisational commitment (Loyalty, Value and Effort).

**Table 4: Inter-correlations for the subscales of organisational commitment**

	Loyalty	Value	Effort	Overall organisational commitment
Loyalty <i>(Pearson Correlation)</i>	---	.84**	.82**	.91**
Value <i>(Pearson Correlation)</i>	.84**	---	.99**	.99**
Effort <i>(Pearson Correlation)</i>	.82**	.99**	---	.98**
Total organisational commitment	.91**	.99**	.98**	---

\*n = 100    \*\*. Correlation is significant at 0.01

## Hypothesis 2

The second null hypothesis of the study ( $H_0$ ) was stated as, “there is no significant positive correlation between job involvement and organisational commitment” and the corresponding alternative hypothesis ( $H_1$ ) was that, “there is a significant positive correlation between job involvement and organisational commitment”.

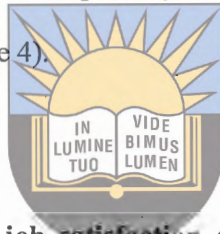
This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between job involvement and organisational commitment was found to be  $r = 0.53$ ;  $p < 0.001$ . This shows that there is a significant positive association between job involvement and organisational commitment. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis. The fact that all the subcategories of overall organisational commitment (Loyalty, Value and Effort) are highly inter-correlated (see Table 2) suggests that job involvement is highly correlated with each of these.



University of Fort Hare  
*Together in Excellence*

### Hypothesis 3

The third null hypothesis of the study ( $H_0$ ) was stated as, “there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately” and the corresponding alternative hypothesis ( $H_1$ ) was that, “there is an additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately”. This hypothesis was tested by means of Multiple Regression Analysis (see Table 4).



**Table 5: Multiple regression between job satisfaction and job involvement, on the one hand, and organisational commitment, on the other**

University of Fort Hare  
*Together in Excellence*

Multiple R	0.70		
R-Squared	.47		
Adjusted R-Squared	0.46		
Standard Error	0.44		
F	44.00		
Sign F	0.000*		
<b>Variable</b>	<b>Beta</b>	<b>T</b>	<b>Sig T</b>
Job satisfaction	0.48	5.90	0.000
Job involvement	0.32	3.95	0.000

Table 5 presents the results of the regression analysis, regressing organisational commitment (dependent variable) against the independent variables, that is, job involvement and job satisfaction. The results indicate that the multiple correlation value is 0.70, with the R-squared value being 0.47. This indicates that approximately 47% of the variance in organisational commitment can be attributed to the independent variables (job satisfaction and job involvement) entered into the regression. The F-statistics of 0.44 is significant at the 0.001 level indicating that this is a highly significant relationship.



Table 5 shows a Beta weight of  $\beta = 0.48$ ;  $p < 0.001$  for the relationship between job satisfaction and organisational commitment. This means that job satisfaction accounts for 0.48 or 48% of the variance in organisational commitment and this is a highly significant proportion of variance. The same table (Table 3) also shows a Beta weight of  $\beta = 0.32$ ;  $p < 0.001$  for the relationship between job involvement and organisational commitment. This means that job involvement accounts for 0.32 or 32% of the variance in organisational commitment, and that this is a highly significant proportion of variance. While job satisfaction accounts for a higher amount of variance in organisational commitment, than job involvement, therefore, both account for a highly significant proportion of variance.

University of Fort Hare  
*Together in Excellence*

Table 5, however, shows that R-squared is  $R^2 = 0.47$ . This means that the two independent variables, that is, job satisfaction and job involvement, together account for 0.47 or 47% of the variance in organisational commitment. This result is in support of  $H_0$  of hypothesis 3 in that, though 0.47 is higher than the Beta weight for job involvement ( $\beta = 0.32$ ), it is lower than that for job satisfaction ( $\beta = 0.48$ ). The two independent variables therefore do not have an additive

effect that results in them accounting for a greater amount of variance in organisational commitment than the two of them independently.

The results therefore lead to the acceptance of the null hypothesis that there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately. The lack of an additive effect of job satisfaction, and job involvement is probably due to the high correlation between the two variables ( $r = 0.44$ ;  $p < 0.001$ ).



#### 7.4 Conclusion

### University of Fort Hare *Together in Excellence*

In conclusion this chapter presented the Cronbach alpha coefficients for job involvement, job satisfaction and organisational commitment. The measure showed that the scales used in this study have a high internal consistency and are thus highly reliable and valid. The Pearson Product Moment technique was also used to analyze the data of the study in relation to the hypotheses. Two of the research hypotheses were supported. These are that (i) there is a significant positive correlation between job satisfaction and organisational commitment, and that (ii) there is a significant positive correlation between job involvement and organisational commitment.

There were clear indications that the positive correlation between job satisfaction and organisational commitment applies to the subscales of both variables as well. These were also clear indications that the positive relationship between job involvement and organisational

commitment applies to the components of organisational commitment as well. The third hypothesis that there is an additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately was not supported by the findings of this study.



University of Fort Hare  
*Together in Excellence*

## Chapter 8

### Discussion of results

#### 8. Introduction

While the previous chapter presented the results of the data analyses, this chapter will discuss the results in relation to the hypotheses and previous research findings. The limitations of the study will be highlighted and recommendations for future directions will also be made.



#### 8.1 Discussion of the results in relation to the hypotheses and previous research findings

University of Fort Hare  
*Together in Excellence*

##### 8.1.1 Hypotheses 1: findings

The first null hypothesis of the study ( $H_0$ ) was stated as: “there is no significant positive correlation between job satisfaction and organisational commitment,” and the corresponding alternative hypothesis ( $H_1$ ) was that: “there is a significant positive correlation between job satisfaction and organisational commitment.”

This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between job satisfaction and organisational commitment was found to be  $r = 0.62$ ;  $p < 0.001$ . This shows that the two variables are significantly and highly positively

correlated. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis.

The two main components of overall job satisfaction, that is, intrinsic and extrinsic job satisfaction were found to be highly inter-correlated. The correlation coefficient between the two was  $r = 0.83$ ;  $p < 0.001$ . This suggests that both are highly correlated with overall organisational commitment. The results also indicated that there is a highly significant relationship between overall job satisfaction and extrinsic job satisfaction ( $r = .57$ ,  $p < 0.01$ ). There is also a highly significant relationship between overall job satisfaction and intrinsic job satisfaction ( $r = .54$ ,  $p < 0.01$ ).

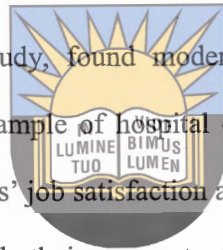


## University of Fort Hare *Together in Excellence*

The three main components of organisational commitment, according to Mowday et al. (1979), that is, Loyalty, Value and Effort, are all highly correlated with overall organisational commitment (see Table 2). The correlation between Loyalty and overall organisational commitment is  $r = 0.91$ ;  $p < 0.001$ . Between value and overall organisational commitment, the correlation is  $r = 0.99$ ;  $p < 0.001$ . For Effort and overall organisational commitment, the correlation is  $r = 0.98$ ;  $p < 0.001$ . These high correlations suggest that all three components of organisational commitment are as significantly positively correlated with job satisfaction as overall organisational commitment.

The significant positive correlation between job satisfaction and organisational commitment that was found in the present study suggests that job satisfaction is an important factor whose presence must be ensured in an organisation. Such a significant positive correlation was also one of the findings in the study carried out by Yang and Chang (2008) involving a sample of nursing staff. The study carried out by Guleryuz *et al.* (2008) also found a significant positive relationship between job satisfaction and organisational commitment ( $r = 0.667, p < 0.01$ ).

Mosadeghrah *et al.* (2008), in their study, found moderate levels of job satisfaction and organisational commitment among the sample of hospital employees. Among other results of that study, it was found that the employees' job satisfaction and organisational commitment were highly inter-related. These findings are both in support of the findings of the present study, despite the different working environments.



University of Fort Hare  
*Together in Excellence*

Ho *et al.* (2007), in their study, found that job satisfaction and organisational commitment are significantly positively correlated. These findings concur with those of the present study

In the study by Warsi *et al.* (2009), job satisfaction was found to be significantly positively correlated with organisational commitment ( $r = 0.652, p < 0.01$ ). These findings provide further support for the findings of the current study.

The study of Kim *et al.* (2005) also concurred with the findings of the present study. In that study, which was conducted among employees in a dining restaurant, job satisfaction was significantly positively associated with organisational commitment ( $r = 0.32, p < 0.01$ ).

A study by Markovits, Davis and Van Dick (2007) investigated the relationship between job satisfaction and organisational commitment among Greek private and public sector employees. A profiles-based approach to organisational commitment was adopted. In addition to confirming the utility of the profiles approach towards studying organisational commitment, the study found that the component of organisational commitment with which both intrinsic and extrinsic job satisfaction were most strongly related was affective commitment.



## University of Fort Hare *Together in Excellence*

A recent study was conducted in Turkey by Günül, Aksarıoğlu and Percin (2010) regarding the relationship between job satisfaction and organisational commitment among hotel managers. The study investigated whether there was a significant relationship between the characteristics of the sample, job satisfaction and organisational commitment. The results obtained from this study indicated, *inter alia*, that extrinsic, intrinsic and general job satisfaction have a significant effect on normative and affective commitment. The findings further suggested that the dimensions of job satisfaction had no significant impact on continuance commitment among the hotel managers.

Chang, Shih and Lin (2010) conducted a cross-sectional questionnaire survey to study the mediating role of psychological empowerment on the relationship between job satisfaction and organisational commitment for school health nurses. The findings of the research were that psychological empowerment did not fully mediate the relationship between job satisfaction and organisational commitment due to the strong direct effect of job satisfaction on organisational commitment. The influence of empowerment on organisational commitment was mediated through job satisfaction. The researchers suggested that improving the job satisfaction levels of school health nurses would help school leaders achieve greater organisational commitment.



Moynihan and Pandey (2007) conducted their study on the comparison of job satisfaction, job involvement and organisational commitment using a sample of public sector health and human services managers. The results showed that managers had the greatest influence over job satisfaction and the least influence over job involvement. In the study, it was also shown that there was a moderately positive correlation between job satisfaction and organisational commitment.

**University of Fort Hare**  
*Together in Excellence*

In line with the current findings, Buitendach and De Witte (2005) found evidence of a relationship between organisational commitment and job satisfaction based on their research among 178 maintenance workers in a parastatal company in South Africa.

In the study of Ssesanga and Garrett (2005), it was found that mainly extrinsic factors of job satisfaction contributed to the dissatisfaction of academic professionals, while intrinsic aspects generally led to job satisfaction.

While many studies generally support a positive association between job satisfaction and organisational commitment, the causal ordering between these two variables is both controversial and contradictory (Martin & Bennett, 1996). According to Mowday *et al.* (1982), “although day-to-day events in the workplace may affect an employee’s level of job satisfaction, such transitory events should not cause an employee to re-evaluate seriously his or her attachment to the overall organisation.”



## University of Fort Hare

However, Kalleberg and Mastekaasa (2001) found that previous research on the relationship between job satisfaction and organisational commitment has not shown any consistent and easily reconcilable findings. Accordingly, Lincoln and Kalleberg (1990); Porter *et al.* (1974); Tett and Meyer (1993) maintain that a job satisfaction-to-organisational commitment model assumes that job satisfaction is a cause of organisational commitment. While a second organisational commitment-to-job satisfaction model holds that commitment contributes to an overall positive attitude toward the job (Tett & Meyer, 1993; Vandenberg & Lance, 1992).

Vandenberg and Lance (1992) argue that organisational commitment and job satisfaction are not causally related to each other, but are correlated because they are both determined by similar causal variables, such as organisational or task characteristics. Porter *et al.* (1974) maintain that organisational commitment requires employees to think more universally and it takes longer to develop and are not sensitive to short-term variations in, for example, working conditions. Job satisfaction, on the other hand, represents the employee's more current reactions to the specifics of the work situation and employment conditions. Porter *et al.* (1974) are therefore of the opinion that organisational commitment takes longer and is a more stable, less transitory work attitude than job satisfaction.



### 8.1.2 Hypothesis 2: finding

## University of Fort Hare

*Together in Excellence*

The second null hypothesis of the study ( $H_0$ ) was stated as: “there is no significant positive correlation between job involvement and organisational commitment,” and the corresponding alternative hypothesis ( $H_1$ ) was that: “there is a significant positive correlation between job involvement and organisational commitment.”

This hypothesis was tested by means of the Pearson Product Moment Correlation technique. The correlation coefficient between job involvement and organisational commitment was found to be  $r = 0.53$ ;  $p < 0.001$ . This shows that there is a significant positive association between job involvement and organisational commitment. This leads to a rejection of the null hypothesis and acceptance of the alternative hypothesis.

The findings of the present study suggest that job involvement is an important factor whose presence in an organisation must be ensured. The following studies are in support of the significant positive correlation between job involvement and organisational commitment that was found in the present study: Moynihan and Pandey (2007) investigated the relationship between job involvement and organisational commitment using a sample of public sector health and human services managers. The study showed that there is a moderate positive correlation between job involvement and organisational commitment. This concurs with the results of the current study.



The organisational commitment meta-analysis conducted by Mathieu and Zajac (1990) also revealed that among the foci of commitment, the relationship between job involvement and organisational commitment is frequently investigated. The two variables are also considered to influence some forms of work-related behaviour independently. O'Reilly and Chatman (1986) reported that job involvement is an outcome of psychological commitment to an organisation. They also argued that job involvement is included in the category of independent variables that are relevant to organisational commitment. They also argued that employees who display high levels of organisational commitment and of job involvement may be the least likely to engage in voluntary turnover.

Chin-chih Ho (2006) investigated the relationship between work values, job involvement and organisational commitment among Taiwanese nurses. The data was collected using a survey questionnaire which included socio-demographic data, work values, job involvement and organisational commitment. The results of the study showed that work values were positively

related to job involvement and organisational commitment, and job involvement was positively related to organisational commitment. Subsequent analyses revealed that job involvement could play an important role in mediating the relationship between work values and organisational commitment, and that establishing a higher level of job involvement among employees may be more important than focusing only on organisational commitment. It was further anticipated that improving various work related attitudes would result in reduced turnover and absenteeism and more effective organisations.



Uygur and Kilic (2009) studied the level of organisational commitment and job involvement of the personnel at Central Organisational, Ministry of Health in Turkey. Questionnaires were distributed to a total of 210 subjects. Of this (86%) returned the questionnaire and of these, 168 were found to be useable. A significant positive correlation was found between organisational commitment and job involvement ( $r = 0.44, p < 0.001$ ).

University of Fort Hare  
*Together in Excellence*

In a study on the effects of organisational commitment, job involvement and culture on employee voluntary turnover, Fletcher (1998) found that organisational commitment and job involvement are positively associated.

Fostering job involvement is an important organisational objective because many researchers consider it to be a primary determinant of organisational commitment (Pfeffer, 1994) and individual motivation (Hackman & Lawler, 1971). These links stem from the theoretical notion that being immersed in one's work increases motivational processes, which in turn influence

organisational commitment and other relevant outcomes like turnover and absenteeism (Diefendorff et al., 2002).

In a study by Knoop (1995), the relationships among a cluster of attitudes toward work and the job were investigated using a sample of 171 nurses. The hypothesis was that involvement in work and the job commitment to the employing organisation and overall satisfaction with the job would be significantly correlated. The results indicated the degree of the relation between commitment and job involvement to be moderately high.



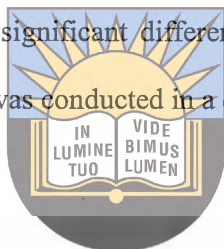
There have been many other studies into organisational commitment and job involvement especially related to the health-care workers and nurses (Brewer & Lok, 1995; Brooks & Swails, 2000; Ors et al., 2003; Ozsoy et al., 2004; Sjoberg & Sverke, 2000; Blau & Boal, 1989).

In a study conducted by Sjoberg and Sverke in a Swedish Emergency Hospital (2000), it was found that organisational commitment and job involvement are significantly positively correlated. Blau and Boal (1989) found that nurses with a higher level of job involvement and organisational commitment had significantly less unexcused absences than nurses with lower levels of job involvement and organisational commitment.

There are studies claiming that there is a negative correlation between educational status and organisational commitment and job involvement (Angle and Perry, 1981; Sommer et al., 1996). In addition, as a result of a study they conducted, Mathieu and Zajac (1990) have pointed out that

there is no strong correlation between educational status and organisational commitment and job involvement.

One value of this study is that it was conducted in a developing country, unlike most similar studies that have traditionally been conducted in the highly industrialised countries of the Western world. The present study showed that there is a significant positive correlation between job involvement and organisational commitment. This concurred with different previous studies conducted as mentioned earlier on. One significant difference between the present study and previous studies is that, the present study was conducted in a different geographical area.



## University of Fort Hare *Together in Excellence*

### 8.1.3 Hypothesis 3: findings

The third null hypothesis of the study ( $H_0$ ) was stated as: “there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately” and the corresponding alternative hypothesis ( $H_1$ ) was that: “there is an additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately”.

This hypothesis was tested by means of Multiple Regression Analysis. Table 3 show a Beta weight of  $\beta = 0.48$ ;  $p < 0.001$  for the relationship between job satisfaction and organisational commitment. This means that job satisfaction accounts for 0.48 or 48% of the variance in organisational commitment and that this is a highly significant proportion of the variance.

Table 3 also shows a Beta weight of  $\beta = 0.32$ ;  $p < 0.001$  for the relationship between job involvement and organisational commitment. This means that job involvement accounts for 0.32 or 32% of the variance in organisational commitment, and that this is a highly significant proportion of variance. While job satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement, both account for a highly significant proportion of variance.



University of Fort Hare  
*Together in Excellence*

Multiple Regression Analysis, however, shows that R-squared is  $R^2 = 0.47$ . This means that the two independent variables, that is, job satisfaction and job involvement, together account for 0.47 or 47% of the variance in organisational commitment. This result is in support of  $H_0$  of Hypothesis 3 in that 0.47 is lower than the Beta weight of 0.48 for job satisfaction though higher than the Beta weight for job involvement, which is 0.32. The two independent variables therefore do not have an additive effect that results in them accounting for a higher proportion of variance in organisational commitment than the two of them independently. The null hypothesis is therefore accepted and the alternative hypothesis rejected.

Ha-Young and Hyun (2009) conducted a study with the prime aim to analyze an empirical test to classify workers' character in private and public organisations. He sought to answer the question, "what are important organisational determinants of job involvement and job satisfaction?" The study findings suggested that job satisfaction has greater power to influence organisational commitment than job involvement. The results also suggested that, the higher the degree of job involvement, the greater the organisational commitment and effectiveness. They further argued that an increase in the work related attitudes and wage satisfaction results in an increase in organisational commitment.

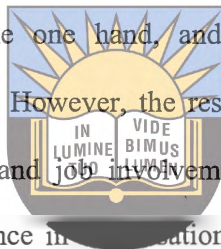


Moynihan and Pandey (2007) made a comparison of job satisfaction, job involvement and organisational commitment using a sample of public sector health and human services managers. The results showed that managers had the greatest influence over job satisfaction and the least influence over job involvement.

**University of Fort Hare**  
*Together in Excellence*

The results also showed that job satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement. In the study, it was also shown that there are moderate positive correlations between job satisfaction, job involvement and organisational commitment. The findings of this study concur with the results of the present study as far as the independent correlations are concerned. This study, however, did not investigate the issue of an additive effect of job satisfaction and job involvement on organisational commitment.

The present study showed that job satisfaction has a greater power to influence organisational commitment than job involvement, therefore the results tell us that companies must pay more attention to promoting job satisfaction in order to ensure higher levels of organisational commitment. The aim of this research was primarily to determine the relationship between job involvement and job satisfaction, on the one hand, and organisational commitment on the other among lower-level employees in the motor-car manufacturing industry. The results indicate that there is a statistically significant relationship between the two independent variables, that is, job satisfaction and job involvement on the one hand, and the dependent variable, that is, organisational commitment, on the other. However, the results also indicated that there is no additive effect between job satisfaction and job involvement whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately.



**University of Fort Hare**  
*Together in Excellence*

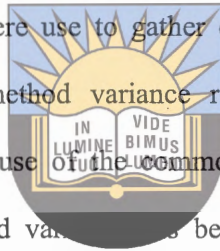
#### **8.4 Limitations of the present study**

This study focused on the relationship between job involvement and job satisfaction, on the one hand, and organisational commitment on the other among lower-level employees at Mercedes Benz South Africa as a representative of the motor-car manufacturing industry. It is important to note some of the limitations of this study.

The study is correlational and as such we cannot assume any causal relationship between job involvement and job satisfaction on the one hand and organisational commitment on the other.

The sample used for this study was from only one organisation, that is, MBSA. Therefore it may not be quite justifiable to generalize the findings to other motor-car manufacturing industries in the entire country.

Only self-administered questionnaires were used to gather data. This raises the possibility of common method variance. Common method variance refers to the amount of spurious covariance shared among variables because of the common method used in collecting data (Buckley et al., 1990). Common method variance has been a pervasively cited concern in organisational research because it really does affect observed correlations (Wikipedia). Common method variance results in biased correlations in organisational research. Such method biases are problematic because the actual phenomenon under investigation becomes hard to differentiate from measurement artifacts (Hufnagel and Conca, 1994; Avolio and Bass, 1991).



**University of Fort Hare**  
*Together in Excellence*

## 8.5 Recommendations for future research

Future researchers should focus on the above limitations of the present study and thus improve the generalisability of the results.

It is an important value of this study that it was conducted in a developing country, unlike most similar studies that have traditionally been conducted in the highly industrialised countries of the Western world. It is therefore absolutely necessary that the study be replicated in future research.

It will also be important that some future studies should use qualitative rather than quantitative methodologies like the present study. This will ensure triangulation of research results.

Triangulation is often used to counteract common method variance. The idea is that one can be more confident with a result if different methods lead to the same result. By using many methods, for instance three, to get the same answer to one research question, the hope is that two of the three method will produce similar answers, or if three clashing answers are produced, the investigator knows that the question needs to be reframed or method reconsidered (Wikipedia).

Furthermore, some future studies should adopt an experimental design. This will help in clarifying whether or not the relationships among variables that have been observed in the present study are causal relationships or not. Experimental studies will also clarify the direction of any causality that may exist among the variables.



**University of Fort Hare**  
*Together in Excellence*

Finally, future research should incorporate an investigation of the outcomes of organisational commitment. The present study has assumed that organisational commitment is associated with an outcome such as employee retention. This needs to be confirmed in actual empirical research.

### 8.5.1 Recommendations for future managerial practices

The results obtained from the present study indicate that there is a significant positive relationship between job satisfaction and job involvement, on the one hand, and organisational commitment, on the other.



The practical implications of this study mainly relate to employee retention or prevention of a high rate of labour turnover. To succeed in its mission, every company must be able to retain its key employees. Organisational commitment is likely to be strongly associated with employee retention (Brown, 1997; Maslow, 1954; Robert, 1997; Werner, 2007; Organ et al., 2005). The fact that the present study has shown that organisational commitment is strongly associated with both job involvement and job satisfaction means that to promote organisational commitment, and presumably employee retention, companies must promote both job involvement and job satisfaction.

The fact that job satisfaction was found to account for a higher proportion of variance in organisational commitment than job involvement means that companies must pay more attention to promoting job satisfaction in order to ensure a higher level of organisational commitment. The

fact that intrinsic job satisfaction, extrinsic job satisfaction, and overall job satisfaction were found to be highly inter-correlated means that they are all equally important as probable determinants of organisational commitment.

Managers must ensure that their employees have a high level of job satisfaction in order to have a high level of organisational commitment. There are several strategies that companies can adopt in an attempt to ensure a high level of job satisfaction. These includes: job design, an approach to motivation suggesting that jobs can be created so as to enhance people's interest in doing them. Another strategy that can be used is job enlargement, the practice of expanding the content of a job to include more variety and a greater number of tasks at the same level.



## University of Fort Hare

*Together in Excellence*

Managers can also use job enrichment, the practice of giving employees a high degree of control over their work, from planning and organisation, through implementing the required activities and evaluating the results. Managers may also apply job rotation so that each employee will have an opportunity to perform different tasks using various skills and talents. By using this method, the organisation may be able to further increase the interests the employees would have in their jobs.

Providing sufficient opportunity for promotion to employees would also significantly increase job satisfaction because promotion enhances about a person's self-worth.

Many theorists such as Brown (1996), have hypothesized that highly job involved employees will put forth substantial efforts towards the achievement of organisational objectives and will be less likely to leave the organisation. Managers can achieve this when the work environment makes one feel that one's work is meaningful; offers control over how work is accomplished; maintains a clear set of behavioural norms; makes feedback concerning completed work available; and provides supportive relations with supervisors and co-workers.

### 8.6 Conclusion



The present study mainly investigated the relationship between job satisfaction, job involvement and organisational commitment among lower-level employees at Mercedes Benz South Africa, East London, as a representative of the motor-car manufacturing industry. The results obtained from this study showed that there is a significant positive association between job involvement, job satisfaction, and organisational commitment. The two main components of overall job satisfaction, that is, intrinsic and extrinsic job satisfaction were found to be significantly and highly inter-correlated with overall job satisfaction. This suggested that both components of overall job satisfaction are also highly correlated with overall organisational commitment.

The results indicated that there is no additive effect between job involvement and job satisfaction whereby the two put together account for a higher proportion of variance in organisational commitment than each of them separately. The results further showed that though both job involvement and job satisfaction are strongly associated with organisational commitment, job

satisfaction accounts for a higher proportion of variance in organisational commitment than job involvement.

The fact that job satisfaction was found to account for a higher proportion of variance in organisational commitment than job involvement means that companies must pay more attention to promoting job satisfaction in order to ensure a higher level of organisational commitment. The main practical implication of this study relate to employee retention or prevention of a high rate of labour turnover. Organisational commitment is likely to be strongly associated with employee retention. To ensure organisational commitment, companies must promote both job involvement and job satisfaction. This is likely to lead to employee retention.



The fact that intrinsic job satisfaction, extrinsic job satisfaction and overall job satisfaction were found to be highly inter-correlated means that they are all equally important as probable determinants of organisational commitment. Companies must, therefore, constantly upgrade both intrinsic and extrinsic job satisfaction.

**University of Fort Hare**  
*Together in Excellence*

The future research studies should incorporate an investigation of the outcomes of organisational commitment, such as retention. The present study assumed that organisational commitment is associated with employees' retention. This needs to be confirmed in actual empirical research.

UNIVERSITY OF FORT HARE  
HOWARD PIM LIBRARY  
PRIVATE BAG X1322  
ALICE 5700

## References

Aamodt, M.G. (1999). *Applied Industrial/Organisational Psychology* (3rd ed). Belmont: Wadsworth Publishing Company.

Adams, J. S. (1965). *Inequity in social change: Advances in experimental Social Psychology*. Volume 2. New York: Academic Press.

Adeyemo, D. A. (2000). Job involvement, career commitment, organisational commitment and Job satisfaction of the Nigerian police. A multiple regression analysis. *Journal of Advance Studies in Educational Management* 5(6), 35-41.

Alexander, J. A, Liechtenstein, R. O, & Hellmann, E. (1997). A causal model of voluntary turnover among nursing personnel in long term psychiatric setting. *Research in Nursing and Health* 21 (5), 415-427.

University of Fort Hare  
*Together in Excellence*

Allen, N. J, & Meyer, J. P. (1997). *Commitment in the workplace*. Thousand Oaks: Sage Publications.

Allen, N. J., & Meyer, J. P. (1990). A cross-national perspective on managerial problems in a non-western country. *The Journal of Social Psychology*, 136.

Amos, A., Ristow, A., Pearse, N. & Ristow, L. (2009). *Human Resources Management*. Cape Town: Juta and Company Ltd

Anastasi, A. (1990). *Psychological Testing*, New York: Macmillan.

Anderson, N. (2001). *Organisational Psychology*. London: Sage Publishers

Ang, K. B., Goh, C. T. & Koh, H. C. (1993). "The impact of age on the job satisfaction of accountants". *Personnel Review* (22): 31-9

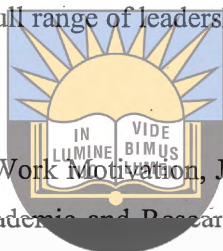
Argyris, C. (1957). *Personality and Organization*, New York: Harper Collins.

Armstrong, M. (2003). *Human Resources Practice*. London: Kogan page.

Atchison, T. (1999). The Myths of Employee Satisfaction. *Healthcare Executive*. 14(2): 18-23

Avolio, B. J., & Bass, B. M. (1991). *The full range of leadership development*. Binghamton, NY: Bass, Avolio & Associates.

Ayeni, C. O., & Phopoola, S. O. (2007). Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice* 2007.



University of Fort Hare  
*Together in Excellence*

Bagraim, J. J. (2003). The nature of measurement of multiple commitment foci amongst South African knowledge workers. *Management Dynamics*, 12 (2), 13-23.

Baron, R. A., Bryne, D., Nyler, R., & Branscombe, D. (2006). *Social Psychology*. London: Allyn & Beacon.

Bateman, T. S. & Organ, D. W. (1983). "Job Satisfaction and the good soldier: the relationship between affect and employee citizenship". *Academy of Management Journal*, (26): 587-95.

Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organisational commitment. *Academy of Management Journal*, 27: 95-112.

Benkhoff, B. (1997). *Disentangling Organizational Commitment*. *Personnel Review*.

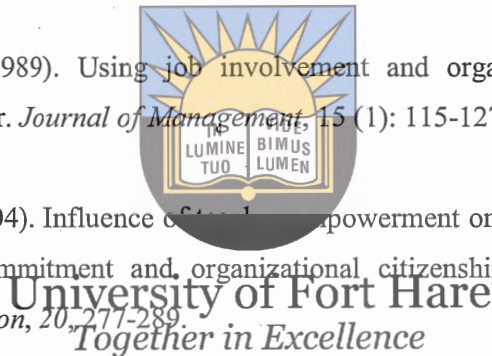
Bergh, Z. C & Theron, A. L. (2001). Psychology in the Work Context. Cape Town: Oxford. University Press Southern Africa.

Billingsley, B. S., & Cross, L. H. (1992). Predictors of commitment, job satisfaction and intent to stay in teaching: A comparison of general and special educators. *Journal of Special Education*, 25(4), 453-472.

Birly, S. & MacMillan, I. C. (1997). Entrepreneurship in a Grobal Context. New York: Routledge

Blau, G., & Boal, K. B. (1989). Using job involvement and organisational commitment interactively to predict turnover. *Journal of Management*, 15 (1): 115-127.

Bolger, R., & Somech, A. (2004). Influence of teacher empowerment on teachers organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching and Teacher Education*, 20, 277-289.



Borman, W. C. & Motowildo, S. J. (1997). Task performance and contextual performance: the meaning of personnel selection research. *Human Performance*, (10): 99-109.

Bowlby, J. (1982). Attachment. New York: Basic Books.

Bowling, N. & Hammond, G. D. (2008). A meta - analytic examination of the construct validity of the Michigan Organisational Assessment Questionnaire Job Satisfaction. *Journal of Vocational Behaviour*. 63-77

Blauner, R. (1964). Alienation and freedom: the factory worker and his industry. Chicago: University of Chicago Press.

Bragg, T. (2002). How can you improve employer/employee commitment? Special Interest Features. *Personnel Psychology*, 12(3) 24-34.

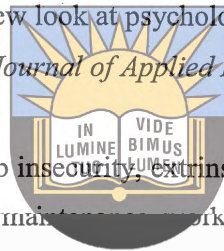
Brewer, A. M., & Lok, P. (1995). Managerial Strategy and Nursing Commitment in Australian Hospitals. *Journal Advanced Nursing*, 21: 769-799.

Brooks, I., & Swailes, S. (2002). Analysis of the relationship between nurse influences over flexible working and commitment to nursing. *Journal of Advanced Nursing*, 38 (2):117-126.

Brown, S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychology Bulletin*, 120, 235-255.

Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort and performance. *Journal of Applied Psychology*, 81, 358-368.

Buitendach, J., & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of manufacturing workers in a parastatal. *South African Journal of Business Management*, 36(2), 27-37.



University of Fort Hare  
*Together in Excellence*

Bussing, A. (2002). Trust and its relations to commitment and involvement in work and organisations. *SA Journal of Industrial Psychology*, 28(4), 36-42.

Chang, L., Shih, C., & Lin S. (2010). The mediating role of psychological empowerment on job satisfaction and organisational commitment for school health nurses: A cross-sectional questionnaire survey. *International Journal of Nursing Studies*, 47 (4): 247-276.

Chelladurai, P. (2006). *Human Resources Management in Sport and Recreation*. Melbourne: Human Kinetics.

Cherrington, D. J. (1980). *The Work Ethic*. New York: AMACOM.

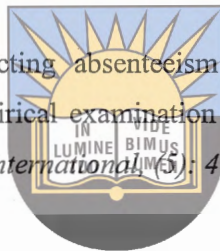
Chin Chih, H. (2005). Department of Health Administration: Tzu-Chi College of Technology, Taiwan.

Chiu, S. & Chen, H. (2005). Relationship between job characteristics and organisational. Citizenship Behaviour: The meditational role of job satisfaction, (33): 523-540.

Chusmir, L. H. (1982). Job commitment and the organizational women. *Academy of Management Review*.7: 595-602.

Cichy, R. F., Cha, J., & Kim, S. H. (2009). The relationship between organizational commitment and contextual performance among private club leaders. *International Journal of Hospitality Management*, 28, 53-62.

Cohen, A. & Golan, R. (2007). Predicting absenteeism and turnover intentions by past absenteeism and work attitudes: An empirical examination of female employees in long term nursing. *Journal of Career Development International*(6): 416-432.



Cohen, A. & Vigoda, E. (2000). Do good citizens make good organizational citizens? An empirical examination of the relationship between organizational citizenship and organizational citizenship behavior in Israel. *Administration and Society*, 32: 596-625.

University of Fort Hare  
Together in Excellence

Cook, J. D., Hepworth, S. J., Wall, T. D., & Warr, P. B. (1981). Experience of work: A compendium and review of 249 measures and their use. New York: Academic Press.

Cote, S., & Heslin, P. (2003). Job Satisfaction and Organisational Commitment.

Cramer, D. (1993). Tenure, commitment, and satisfaction of college graduates in an engineering firm. *Journal of Social Psychology*, 133(6), 791-797.

Cramer, D. (1996). Job satisfaction and organisational continuance commitment: A two-wave panel study. *Journal of Organisational Behavior*, 17(4) 389-400.

Daft, R. L. (1997). Management. Orlando, Florida: Harcourt Brace.

Diefendorff, J., Brown, D., Kamin, A., and Lord, B. (2002). Examining the roles of Job Involvement and Work Centrality in predicting Organisational Citizenship Behaviours and Job Performance. *Journal of Organisational Behaviour*, 23, 93-108.

Dormann, C., & Zapf, D. (2001). Job satisfaction: A meta-analysis of stabilities. *The Journal of Organisational Behaviour*.

Dubin, R. (1956). "Industrial workers' worlds: a study of the 'central life interests' of industrial workers." *Social Problems* 3: 131-42.

Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71, 500-507.

Etzioni, A. (1961). *A comparative analysis of complex organizations*. New York: Free Press.

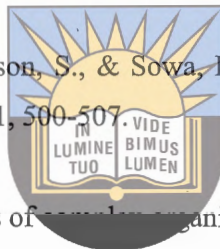
Feinsten, A. H. & Vondrasek, D. (2006). A study of the relationship between job satisfaction and organisational commitment among restaurant employees. *Journal of Hospitality, Tourism & Leisure*, 6(3): 1-26

Fields, D. L. (2002). *Taking the measure of work: A guide to validated scales for organisational research and diagnosis*. New York: Sage Publishers.

Flanegan, T. J., Johnson, W. W. & Berret, K. (1996). Job satisfaction among correction executives: A contemporary portrait of warders of state prisons of adults. *Prison Journal* 76 (4), 385-397.

Fletcher, D. E. (1998). *Effects of Organisational Commitment, Job Involvement, and Organisational Culture on the Employee Voluntary Turnover process*: Texas Tech University

Foels, R., Driskell, J., Mullen, B. & Salas, E. (2000). The effect of democratic leadership. On group member satisfaction: An interaction'. *Small Group Research*. 31(6): 676-701



University of Fort Hare  
*Together in Excellence*

Freund, A. (2005). Commitment and Job Satisfaction as predictors of turnover intentions Among welfare workers. *Administration in Social Work*, 29(2): 5-21.

Gagne, M. & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal Of Organisational Behaviour*, vol. 26. pp. 331-362.

Gray, D. E. (2004). Doing research in the real world. London: Sage Publications limited.

Gerber, P. D., Nel, P. S., Van Dyke, P. S., Haasbroak, G. D., Schultz, H. B., Sono, T & Werner, A. (2003). *Human Resources Management*. Cape Town: Oxford University Press Southern Africa.



Graham, G. H. (1982). Understanding human organisations. The individual, organisations, and management. Science Research Associates, Chicago, Illinois and Fort Hare of America.

**University of Fort Hare**  
*Together in Excellence*

Graham, M. W. & Messener, P. E. (1999). Principles and job satisfaction, *International Journal of Education Management*, 12(5): 196-202.

Greenberg, J. (1988). Equity and workplace status: Afield experiment. *Journal of Applied Psychology*, (78): 606-613

Gruneberg, M. (1980). The happy worker: An analysis of educational and occupational differences in determinants of job satisfaction. *American Journal of Sociology*, 86(2), 247-271.

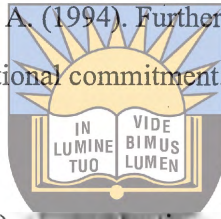
Guleryuz, G., Guney, S., Aydm, E., & Asan, O. (2008). The mediating effect of job satisfaction between emotional intelligence and organisational commitment of nurses: A questionnaire survey. *International Journal of Nursing Studies*, 45 (11): 1625-1635.

Gunlu, E., Aksarayli, M. & Percin, N. S. (2010). Job satisfaction and organisational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22 (5): 693-717.

Gurbuz, A. (2007). An assessment on the effect of education level on the job satisfaction from the tourism sector point of view. *Dogus Universitesi Dergisi*, 8 (1): 36-46.

Ha-Young, H. (2009). Analysis the factors impact on the Job Involvement and Organisational commitment. Department of Public Administration Korea University

Hackett, R. D., Bycio, P., & Hausdorf, P. A. (1994). Further assessment of Meyer and Allen's 1991 three components model of organisational commitment. *Journal of Applied Psychology* 79, 340-350.



Hackett, R. D. & Guion, R. M. (1985). A reevaluation of the absenteeism-job satisfaction relationship. *Organisational Behaviour and Human Decision Processes*, (35): 340-381.

University of Fort Hare  
*Together in Excellence*

Hackman, J. R., & Lawler, E. E (1971). Employee relation to job characteristics. *Journal of Applied Psychology Monograph*, (55) 259-286

Hall, D. T. & Lawler, E. E. (2000). Job characteristics and job pressures and the organizational integration of professionals. *Administrative Science Quarterly*, 15, 271-281.

Harrison, J. K., & Hubbard, R. (1998). Antecedents to organisational commitment among Mexican employees of a U.S. firm in Mexico. *Journal of Social Psychology*, 138(5) 609-624.

Hartline, M. & Ferrell, O. C. (1996). *The Management of Customer-Contact Service Employees: An Empirical Investigation*. Oxford: University Press.

Hellman, C. M. (1997). Job satisfaction and intent to leave. *Journal of Social Psychology*, 137(6) 677-690.

Herzberg, F. (1966). *Work and the nature of management*. Cleveland: World.

Herzberg, F., Mauser, B., & Synderman, B. B. (1993). *The motivation to work*. New Jersey: Transaction Publishers.

Hewstone, R., & Stroebe, B. (2001). *Social Psychology*. Victoria: Blackwell Publishing House.

Hirschfeld, R. R. & Field, H. S. (2000). Work centrality and work alienation: Distinct aspects. Of a general commitment to work. *Journal of Organisational Behavior*, 21(7), pp.789-800.

Hiit, M. A., Miller C. C & Colella A. (2006). *Organisational Behaviour: A Strategic Approach* New Jersey: John Wiley & Sons.



Ho, W., Chang, C. S., Shih, Y. and Liang, R. (2007). Effects of job rotation and role stress among nurses on job satisfaction and organisational commitment. *BMC Health Services Research*, 6 (1): 1-10.

University of Fort Hare  
Together in Excellence

Hogg, M. A. & Terry, D. J. (2002). *Social Identity Processes in Organizational Contexts*. London, UK: Psychology Press.

Hufnagel, E. M. & Conca, C. (1994). User Response Data: The Potential for Errors and Bias. *Information Systems Research*, 5, 48-73.

Jex, S. (2002). *Organisational Psychology: A Scientific Approach*. New York: John Wiley and Sons Inc.

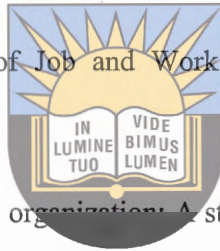
Joo , B & Liam, T. (2009). The effects of organisational learning culture, perceived job complexity, and proactive personality on organisational commitment and intrinsic motivation. *Journal of Leadership &*

Josias, B. A. (2005). The relationship between job satisfaction and absenteeism in a selected field service section within an electricity utility in the Western Cape.

Kacmar, K. M., Carlson, D. S., & Brymer, R. A. (1999). Antecedents and consequences of organisational commitment: A comparison of two scales. *Educational & Psychological Measurement*, 59(6) 976-995.

Kalleberg, A. L., & Maastekaasa, A. (2001). Satisfied movers, committed stayers: The impact of job mobility on work attitudes in Norway. *American Sociological Review*, 28, 183-209.

Kanungo, R. N. (1982). Measurement of Job and Work Involvement. *Journal of Applied Psychology*, 67(3): 341-349.



Kanter, R. (1968) Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33, 49S-517.

University of Fort Hare  
*Together in Excellence*

Katz, D., & Kahn, R. (1978). *The social psychology of organizations*. New York: Wiley.

Kilmann, R., Saxton, M. J. & Serpa, R. (1985). *Introduction: five key issues in understanding and changing culture: Gaining Control of the Corporate Culture*, San Francisco: Jossey-Bass.

Kim, W. G., Leong, J. K. & Lee, Y. (2005). Effects of service orientation on job satisfaction, organisational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24 (2): 171-193

Knoop, R. (1995). Relationships among job involvement, job satisfaction, and organisational commitment for nurses. *Journal of Psychology*, 129(6) 643- 650.

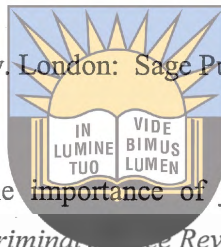
Koys, L. (2001). The effects of employee satisfaction, organisational citizenship behaviour, & turnover on organisational effectiveness: A unit level, longitudinal study, personnel psychology. 54(1): 101-114

Kreitner, R. & Kinicki, A. (2001). *Organisational Behaviour*. New York: Irvin Mac Graw-Hill.

Kristof, B. A. (2006). Towards a multi dimensional theory of P-E fit. *Journal of Managerial Issues*, 46 (7): 246-576.

Kroth, M. S. (2007). *The Manager as Motivator*. Greenwood Publishing Group.

Kumar, R. (2005). *Research Methodology*. London: Sage Publications.



Lambert, E. and Hogan, N. (2009). The importance of job satisfaction and organisational commitment in shaping turnover intent. *Criminal Justice Review*, 34 (1): 96-118.

**University of Fort Hare**  
*Together in Excellence*

Landy, F.J. (1989). *Psychology of work behavior* (4th ed.). Belmont: Wadsworth.

Larkey, L. & Morrill, C. (1995). Organisational commitment as a symbolic process. *Western Journal of Communication*, 59(3), 193-214.

Larson, S. A., Lakin K. C., Bruininks, R. H., Braddock, D. L. (1998). Staff recruitment and retention: study results and intervention strategies.

Lassk, F., Marshall, G., Cravens, D., and Moncrief, W. (2001). Salesperson job involvement: a modern perspective and a new scale. *Journal of Personal Selling and Sales Management*, 21, 291-302.

Lawler, E., & Hall, D. (1970). Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. *Journal of Applied Psychology*, 54, 305-312.

Lim, V. K. G., Teo, T. S. H., & Thayer, J. (1998). Effects of individual characteristics on police officers' work-related attitudes. *Journal of Managerial Psychology*, 13(5) 334-343.

Lincoln, J. R., & Kalleberg, A. L. (1990). Culture, control, and commitment: A study of work organisations in the United States and Japan. Cambridge UK: Cambridge University Press.

Locke, E. A. & Lathan, G. P. (1990). Theory of goal setting and task performance. Englewood Cliffs, N.J.: Prentice-Hall. Pp 248-250.

Locke, E. A. (1976). The nature and causes of job satisfaction. M.D. Dunette (Ed.), *Handbook of Industrial and Organisational Psychology* (pp. 1297-1350). Chicago: Rand McNally.

Lodahl, T. & Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49: 2633.

University of Fort Hare  
*Together in Excellence*

Lorence, J. & Jeylan T. M. (1981). "Work experience and work involvement." *Sociology of Work and Occupations* 8: 297-326.

Loscocco, K. A. (1990). Reactions to blue-collar work: A comparison of women and men. *Work & Occupations*, 17(2) 152-178.

Lund, D. B. (2003). Organisational Culture and Job Satisfaction. *Journal of Business & Industrial Marketing*. 18(3): 219-236

Luthans, F. (1992). *Organisational behavior* (6th edition). New York: McGraw-Hill.

Luthans, F. (1995). *Organisational Behaviour*. 8th ed. Boston: Irwin McGraw-Hill.

Luthans, F., Baack, D., & Taylor, L. (1987). Organisational commitment: Analysis of antecedents. *Human Relations*, 40(4) 219-236.

Luthan, F. & Thomas, L. T. (1986). "The relationship between age and job satisfaction: Curvilinear results from an empirical study – a research note", *Personnel Review*, (18): 23-6

Marcson, S. (1960). *The scientist in American industry*. New York: Harper.

Markovits, Y., Davis, A. J & Van Dick, R. (2007). Organisational commitment profiles and job satisfaction among Greek private and public sector employees. *International Journal of Cross-Cultural Management*, 7 (1): 77-99.



Martin, C. L., & Bennett, N. (1996). The role of justice judgments in explaining the relationship between job satisfaction and organisational commitment. *Group & Organisation Management*, 21(1) 84-105.

## University of Fort Hare

*Together in Excellence*

Maslow, A. (1954). *Motivation and Personality*, New York: Harper.

Mathieu, J. E. & Zajac, D. M. (1990). A review and Meta analysis of the antecedents correlates and consequences of organisational commitment. *Psychological Bulletin* 108, 171-199.

Maxwell, G. & Steele, G. (2003). Organisational commitment: a study of managers in hotels, *International: Journal of Contemporary Hospitality Management*, 15(7), pp. 362–369.

McGregor, D. (1960). *The Human Side of Enterprise*. New York: McGraw-Hill Book Co., Inc.

Mello, J. (2006). *Strategic Human Resources Management*. Ohio: Thompson South Western.

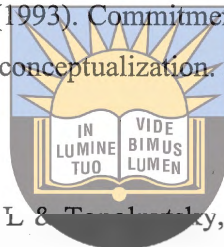
Meyer, J. P. & Allen, N. J. (1997). *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA: Sage Publications Ltd.

Meyer, J. P., & Allen, N. J. (1991). A three component conceptualisation of organisational commitment. *Human Resource Management Review*, 1, 61-89.

Meyer, J. P., & Becker, T. E. (2004). Employee Commitment and Motivation: A Conceptual Analysis and Integrative Model. *The Journal of Applied Psychology*, 89.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model, *Human Resource Management Review*, 11.

Meyer, J. P., Allen, N. J. & Smith, C. A. (1993). Commitment to organisations and occupations: extensions and test of a three-component conceptualization. *Journal of Applied Psychology*, 78: 538-551.



Meyer, J. P., Stanley, D. J., Herscovitch, L. & Topolovsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behaviour*, 61, (1): 20-52.

University of Fort Hare  
Together in Excellence

Mitchell, B. C. (2001). Motivation among rural entrepreneurs in rural South Africa.

Mockler, R. (2002). *Multinational Strategic Management: An Entrepreneurial Context*. London: Howarth Press Inc.

Mosadeghrad, A. M., Ferlie, E. F. & Rosenberg, D. (2008). A study of the relationship between job satisfaction and, organizational commitment and turnover intention among hospital employees. *Health Service Management Research*, 21 (4): 211-227.

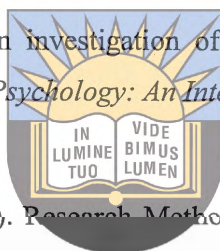
Mottaz, C. (1986). 'Gender differences in work satisfaction, work-related rewards and values, and the determinants of work satisfaction'. *Human Relations*. 3(4): 359-378.

Mowday, R., Porter, L., & Steers, R. (1982). *Employee organisational linkages- The psychology of commitment, absenteeism and turnover*. London: Academic Press.

Mowday, R. T., Steers, R. M. and Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behaviour*, 14 (2): 224-247.

Moynihan, D. P and Pandey, S. K. (2007). Finding workable levers over work motivation: Comparing job satisfaction, job involvement and organizational commitment. *Administration & Society*, 39 (7): 803-832.

Munene, J. C. (1995). Not on seat: An investigation of some correlates of organizational citizenship behaviour in Nigeria. *Applied Psychology: An International Review*, 44, 111-22.



Nachmias, C. F., & Nachmias, D. (1997). *Research Methods in Social Sciences*. London: ST Martins Press Inc.

**University of Fort Hare**  
*Together in Excellence*

Narimawati, S. E. (2007). The Influence of Work Satisfaction, Organisational Commitment and Turnover Intention Towards the Performance of Lecturers at West Java's Private Higher Education Institution. *Journal of Applied Sciences Research*, vol. 3, no. 7, pp. 549-557.

Newcomb, F. A., Bukowski, W. M., & Pattee, I. (1993). Children's peer relations: A meta-analytic review of popular, rejected, neglected, controversial, and average socio-metric status. *Psychological Bulletin*, 113, 99 – 128.

Ngo, H. Y., & Tsang, A. W. N. (1998). Employment practices and organisational commitment: Differential affects for men and women? *International Journal of Organisational Analysis*, 6(3), 251-267.

Nwagwu, C. C. (1997). The environment of crisis in the Nigerian education system. *Journal of Comparative Education* 33 (1), 87-95.

Okpara, J. O. (2004). Job Satisfaction and Organisational Commitment: Are there differences between American and Nigerian Managers Employed in the US MNCs in Nigeria? *Academy of Business & Administrative Sciences, Briarcliffe College, Switzerland*.

Omar, N. S, Olffen. W. V., & Roe, R. A. (2008). Beyond the Three-Component Model of Organisational Commitment. *The Journal of Applied Psychology, 93*.

Organ, D. W. (1988). Organisational Citizenship Behaviour: The Good Soldier Syndrome, Toronto: Lexinton Books.

Organ, D. W, Podsakoff, M. P & McKenzie, S. B. (2005). Organisational Citizenship Behaviour, Its Nature, Antecedents and Consequences. London: Sage Publications.

Organ, D. W. & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional: Predictors of organisational citizenship behaviour. *Personnel Psychology, (48): 775-802*



O'Reilly, C. A & Chatman, J. (1986). Organisational commitment and psychological attachment: the effects of compliance, identification and internalisation on pro-social behaviour. *Journal of Applied Psychology, 71 (3): 492-499*.

Örs, M., Acuner, A. M., Sarp, N., & Önder, Ö. R. (2003). Antalya Tıp Fakültesi Hastanesi'nde, Antalya Sosyal Sigortalar Kurumu Hastanesi'nde ve Antalya Devlet Hastanesi'nde çalışan hekimler ile hemşirelerin örgütlerine bağlılıklarına ilişkin görüşlerinin değerlendirilmesi. *Ankara Üniversitesi Tıp Fakültesi Mecmuası, 56(4): 217-224*.

Özsoy, S. A., Ergül, S. & Bayık, A. (2004). Bir yükseköğretim çalışanlarının kuruma bağlılık durumlarının incelenmesi. *İş, Güç Endüstri İlişkileri ve İnsan Kaynakları Dergisi, 6(2): 56- 75*.

Oshagbemi, T. (1998). "The impact of age on the Job Satisfaction of University Teachers". *Research in Education, 59: 95-108*

Oshagbemi, T. (2000). Is length of service related to the level of job satisfaction? *International Journal of social economics, 27, 213-226*.

Ospina, S. (1996). *Illusions of Opportunity: Employee expectations and workplace inequality*. New York: Cornell University Press.

Paine, J. B & Organ, D. W. (2000). The Cultural Matrix of Organisational Citizenship Behaviour Some Preliminary Conceptual and Empirical Observations: *Human Resources Management*, 10(1): 45-59.

Parker, S. K., Wall, T. D. & Jackson, P. R. (1995), "“That’s not my job’: developing flexible employee work orientations”, *Academy of Management Journal*, Vol. 40, pp. 899-929.

Paullay, I. M., Alliger, G. M., & Stone-Romeo, E. F. (1994). Construct validation of two instruments designed to measure job involvement and work centrality. *Journal of Applied Psychology*, 78(2): 224-228



Perry, J. L. (2000). Bringing Society In: Toward a Theory of Public-Service Motivation. *Journal of Public Administration Research and Theory*, 10(2), 471-88

University of Fort Hare  
Together in Excellence

Pfeffer, J. (1994). *Competitive Advantage through People*. Boston: Harvard University Press.

Porter, L., Crampon, W., & Smith, F. (1976) Organizational commitment and managerial turnover: A longitudinal study. *Organizational Behavior and Human Performance* 15, 87-98.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulin, P. V. (1974). Organisational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59,603-609.

Priti, J. (1999). On-the-job training: a key to human resource development. *Library Management*, 20 (5): 283-294.

Price, J. L. (1977). *The study of turnover*, 1st edition, Iowa state university press, IA 10-25.

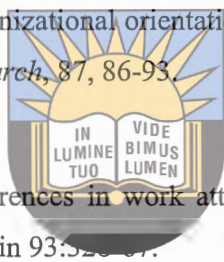
Rabinowitz, S., & Hall, D. T. (1977). Organizational research on job involvement. *Psychological Bulletin*, 84, 265-288.

Reese H. W, Fremour W. J. (1984). Normal and normative ethics in behavioral sciences, *American Psychologist*, 39(8): 863-876.

Reitz, J.H. & Jewell, L.N. (1979). Sex, Locus of Control, and Job Involvement: a six-country investigation. *Academy of Management Journal*. 22 (1), 72-80.

Reyes, P., & Pounder, D. G. (1993). Organizational orientation in public and private elementary schools. *The Journal of Educational Research*, 87, 86-93.

Rhodes, S. R. (1983). "Age-related differences in work attitudes and behavior: a review and conceptual analysis." *Psychological Bulletin* 93:528-547.



**University of Fort Hare**  
*Together in Excellence*

Riley, D. (2006). Turnover Intentions: The Mediation Effects of Job Satisfaction, Affective Commitment and Continuance Commitment.

Robbins, S. P. (2005). *Essentials of Organisational Behaviour*. New Jersey: Pearson.

Robbins, S. P., Odendaal, A. & Roodt G. (2003). *Organisational Behaviour*. South Africa: Pearson Education.

Robert, L. (1997). *Human Resources Management*. London: West Publishing Company.

Romzek, B. (1990). Employee Investment and Commitment: The Ties That Bind. *Public Administration Review*, 50(3): 374-382.

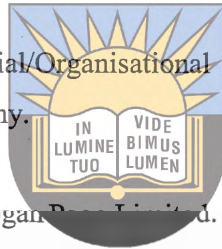
Rose, R. W. (1991). Comparisons of employee turnover in food and beverages and other departments in hotel properties. Ann Arbor, UMI: Dissertation Services.

Rotenberry, P. F., & Moberg, P. J. (2007). Assessing the impact of job involvement on performance. *Management Research News*, 30, 203-215.

Rusbult, C. E. & Farrell, D. (1993). A longitudinal test of the investment model: the impact of job satisfaction, job commitment, and turnover variation in rewards, costs, alternatives, and investments. *Journal of Applied Psychology*, (68): 429-438.

Saal, F. (1978) Job involvement: A multivariate approach. *Journal of Applied Psychology*, 63, 53-61.

Saal, F., & Knight, P. (1998). *Industrial/Organisational Psychology-Science and Practice*. California: Brook Cole Publishing Company.



Sadler, P. (2003). *Leadership*. London: Kogan Page Limited.

Samad, S. (2007). Assessing the Effects of Job Satisfaction and Psychological Contract on Organisational Commitment among Employees in Malaysian SMEs. *The 4<sup>th</sup> SMEs IN A Global Economy Conference 2007*.

University of Fort Hare  
*Together in Excellence*

Sahnawaz, M. G., & Juyal, R. C. (2006). Human Resources Management Practices and Organisational Commitment in Different Organisations. *Journal of the Indian Academy of Applied Psychology*, vol. 32, pp. 171-178.

Sekaran, U. (1989). Understanding the Dynamics of self-concept of members in dual-career families. *Human Relation*, 42 (2): 97-116.

Sekaran, U. (1989). Paths to the job satisfaction of banking employees. *Journal of Organizational Behaviour*, 10, 347-359.

Sekaran, U. (1992). *Research methods for business: A skill-building approach*. (2nd ed.). New York: John Wiley & Sons, Inc.

Sekaran, U. (2000). *Research methods for business: A skill-building approach*. (2nd ed.). New York: John Wiley & Sons, Inc.

Sekaran, U. (2003). *Research methods for business: A skill-building approach*. (3rd ed.). New York: John Wiley & Sons, Inc.

Sekaran, U., & Mowday, R. T. (1981). A cross cultural analysis of the influence of individual and job characteristics on job involvement. *International Review of Applied Psychology*, 30, 51-64

Shaw, J. D., Delery, J. E. & Abdulla, M. H. A. (2003). Organizational Commitment and Performance Among Guest Workers and Citizens of an Arab Country. *Journal of Business Research*, 56 (12): 1021-1030.



Shore, L. M., & Wagner, S. J. (1993). Commitment and employees behaviour. Comparison of affective commitment with perceived organisational support. *Journal of Applied Psychology* 78, 774-780.

University of Fort Hare  
Together in Excellence

Sjoberg, A., & Sverke, M. (2000). The interactive effect of job involvement and organisational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, 41: 247-252.

Smit, G.J. (1996). *Psychometrics: Aspects of measurement*. Pretoria: Kagiso.

Smith, P.J., & Cronje, G.J (1992). *Management principles. A Contemporary South African edition*. Kenwyn: Juta & ltd.

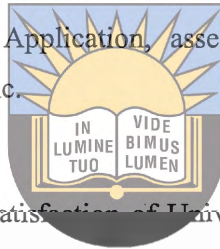
Somers, M. J. (1996). Modelling employee withdrawal behaviour over time: A study of turnover using survival analysis. *Journal of Occupational & Organisational Psychology*, 69(4) 315-327.

Somers, M. J. (2009). The Combined Influence of Affective, Continuance and Normative Commitment on Employee Withdrawal. *Journal of Vocational Behaviour*, 74 (1): 75-81.

Sparrow, P. & Cooper, C. (2003). *The employment relationship: Key challenges for HR*. United Kingdom: Butterworth Heinemann.

Spector, P. E. (1996). *Industrial and Organisational Psychology: Research and Practice*. USA: John Wiley & Sons. Inc.

Spector, P.E. (1997). *Job satisfaction: Application, assessment, cause, and consequences*. Thousand Oaks, CA: Sage Publications, Inc.



Ssesanga, K. & Garrett, R. (2005). Job satisfaction of University academics. Perspective from Uganda. *Higher Education*, Volume 50(23), 33-56.

University of Fort Hare  
*Together in Excellence*

Staudt, M. (1997). Correlates of job satisfaction in school social work. *Social Work in Education*, 19(1) 43-52.

Steyrer, J., Schiffinger, M. & Lang, R. (2008). Organizational Commitment—A Missing Link between Leadership Behavior and Organizational Performance. *Scandinavian Journal of Management*, 24(4): 364-374.

Syptak, M. J., Marsland, D.W. & Ulmer, D. (1999). Job Satisfaction: Putting theory into practice. *Family Practice Management*. October Retrieved from [www.aafp.org](http://www.aafp.org)

Taylor, P. J., & Pierce, J. L. (1999). Effects of introducing a performance management system on employees' subsequent attitudes and effort. *Public Personnel Management*, 28(3) 423-453.

Tett, R. P., & Meyer, J. R. (1993). Job satisfaction, organisational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-292.

Tolbert, P.S., & Moen, P. (1998). Men's and women's definitions of "good" jobs. *Work & Occupations*, 25(2), 168-195.

Uma, S. (2003). *Research Methods for Business: A Skill Building Approach*, 4th Edition, John Wiley & Sons, Ltd.

Uygur, A., & Kilic, G. (2009). A study into Organisational Commitment and Job Involvement: An Application Towards the Personnel in the Central Organisation for Ministry of Health in Turkey. *Ozean journal of applied sciences* 2(1).2009.



Vandenberg, R. J., & Lance, C. E. (1992). Examining the causal order of job satisfaction and organisational commitment. *Journal of management*, 64, 235-278.

University of Fort Hare  
*Together in Excellence*

Vroom, V. H. (1962). "Ego-involvement, job satisfaction, and job performance." *Personnel Psychology* 15: 159-77.

Wahn, J. C. (1998). Sex differences in the continuance component of organisational commitment. *Group & Organisation Management*, 23(3), 256- 268.

Wagner, J. A. III, & Hollenbeck, J. R. (1998). *Organisational Behavior: Securing Competitive Advantage*, 3rd. ed. Upper Saddle River, NJ: Prentice Hall.

Wagner, S., & Rush, M. (2000). Altruistic organisational citizenship behaviour: Context, disposition, & age. *The Journal of social psychology*, 140, 379-379.

Wang, X. (2005). Relationship among organisational learning culture, job satisfaction and organisational commitment. California: University of Minnesota.

Warsi, S., Fatima, N. and Sahibzada, S. A. (2009). Study on the relationship between organisational commitment and its determinants among private sector employees of Pakistan. *International Review of Business Research Papers*, 5 (3): 399-410.

Weiss, D. J., Dawis, R. V., England, G. W. & Lofquist, L. H. (1967). Manual for the Minnesota Satisfaction Questionnaire: Minnesota studies in vocational rehabilitations. Minneapolis: Industrial Relations Center, University of Minnesota.

Werner, A. (2007). Organisational Behaviour: A Contemporary South African Perspective. Pretoria: Van Schaik Publishers.



Wood, J., Wallace, J., Zeffene, R., Fromholtz, M. & Morrison, V. (2001). Organisational Behaviour: A Global perspective. Brisbane: John Wiley and Sons.

University of Fort Hare  
*Together in Excellence*

Wright, J. T & Davies, B. R. (2007). An assessment of the effect of educational level on the job satisfaction from the tourism sector. *Dogus Univeritesi Dergisi*, 8: 36-46.

Wright, J. D. & Richard F. H. (1978). "Work satisfaction and age: some evidence for the 'job change' hypothesis." *Social Forces* 56: 1140-58.

Xiaohua, J. (2008). An empirical study on public service motivation and the performance of government employees in China. *Canadian Social Science*, 4 (2):10-28.

Yang, F. and Chang, C. (2008). Emotional labour, job satisfaction and organisational commitment amongst clinical nurses: A questionnaire survey. *International Journal of Nursing Studies*, 45 (6): 18-27.

[www.thefinancialgazate.co.zw](http://www.thefinancialgazate.co.zw) accessed May 2010

[www.wikipedia.com](http://www.wikipedia.com) accessed May 2010

[www.answers.com](http://www.answers.com) accessed June 2010



**University of Fort Hare**  
*Together in Excellence*

Appendix A



University of Fort Hare  
*Together in Excellence*

DEPARTMENT OF INDUSTRIAL PSYCHOLOGY



Research Questionnaire

I am a Masters Student at the University of Fort Hare. I am conducting research on people's views regarding their jobs. It will be greatly appreciated if you could assist by completing the attached questionnaire. Please be assured that all responses will remain confidential; all the respondents will remain anonymous and their responses will be used for academic purposes only.

There are four sections to be completed in this questionnaire. It will take approximately 10 minutes to complete the questionnaire. Please note that there is no right or wrong answer, but your opinion is very important.

Thank you very much in advance.

Yours Sincerely,

Raymond Toga

**Section A**

Biographical and occupational data

**Please complete the following details by writing clearly or marking the box (with an X) that is appropriate to you.**

**1. Age**

.....

**2. Gender**

Male

Female



**University of Fort Hare**  
*Together in Excellence*

**3. Marital Status**

Single

Married

Divorced

Widowed

**4. Your present position in the organisation**

.....

**5. Number of years with the organisation**

.....

6. Highest level of schooling completed

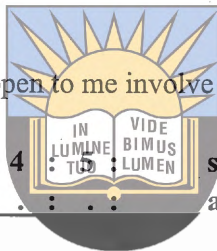
.....

**SECTION B**

Please indicate the degree to which you agree/disagree with each of the following statements by placing an (X) through each scale line (---/---) directly under the number that you're agree/disagree with:

1. The most important things that happen to me involve my present job

Strongly disagree : 1 : 2 : 3 : 4 : 5 : strongly agree



University of Fort Hare  
*Together in Excellence*

2. To me, my job is only a small part of who I am.

Strongly disagree : 1 : 2 : 3 : 4 : 5 : strongly agree

3. I am very much involved personally in my job

Strongly disagree : 1 : 2 : 3 : 4 : 5 : strongly agree

4. I live, eat and breathe my job

Strongly disagree : 1 : 2 : 3 : 4 : 5 : strongly agree

5. Most of my interests are centred around my job

Strongly disagree : 1 : 2 : 3 : 4 : 5 : strongly agree



**SECTION C**

As in section B, please respond to the following statement by placing an (X) through each scale line (---/---) directly under the number that best describes the extent of your satisfaction/dissatisfaction:

- 1. Working conditions:** Such things as the amount of work space available, lighting, temperature, equipment and so forth.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
 satisfied : . : . : . : . : . : . : . : satisfied

- 2. Opportunity for achievement:** Opportunities to achieve something you consider worthwhile, opportunities for successful accomplishment.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
 Satisfied : . : . : . : . : . : . : . : satisfied



- 3. Interpersonal relationships:** The social atmosphere of your work group, the kinds of feelings that exist between yourself and your fellow workers.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
 Satisfied : . : . : . : . : . : . : . : satisfied

University of Fort Hare  
*Together in Excellence*

- 4. Work itself:** The actual work you perform.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
 Satisfied : . : . : . : . : . : . : . : satisfied

- 5. Supervision:** The type of interpersonal relationship between yourself and your immediate supervisor.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
 Satisfied : . : . : . : . : . : . : . : satisfied

6. **Task responsibility:** The amount of personal responsibility you are given for your own work.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
Satisfied : . : . : . : . : . : . : . : satisfied

7. **Company policy:** The procedures used by the Company in conducting its business, as well as the Company's attitude toward employees.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
Satisfied : . : . : . : . : . : . : . : satisfied



8. **Advancement:** The opportunities for getting ahead, for being promoted.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
Satisfied : . : . : . : . : . : . : . : satisfied

University of Fort Hare  
*Together in Excellence*

9. **Pay:** The amount of money you receive as compensation for the work you do.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
Satisfied : . : . : . : . : . : . : . : satisfied

10. **Overall satisfaction:** Your feelings about the job as a whole, taking into account both the favourable and unfavourable aspects of the total job.

Very dis- : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Very  
Satisfied : . : . : . : . : . : . : . : satisfied

**SECTION D**

As in section B and C, please indicate the degree to which you agree/disagree with each of the following statements by placing an (X) through each scale line (---/---) directly under the number that you're agree/disagree with:

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
 disagree : . : . : . : . : . : agree

2. I talk about this company to my friends as a great company to work for

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
 disagree : . : . : . : . : . : agree



**University of Fort Hare**

*Together in Excellence*

3. I feel very little loyalty to this company

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
 disagree : . : . : . : . : . : agree

4. I would accept almost any type of job assignment in order to keep working for this company.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
 disagree : . : . : . : . : . : agree

5. I find that my values and the company's values are very similar.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
 disagree : . : . : . : . : . : agree

6. I am proud to tell others that I am part of this company.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

7. I could be just as happy working for a different company as long as the types of work were similar.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

8. This company really inspires the very best in me in the way of job performance.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree



9. It would take very little change in my present circumstances to cause me to leave this company.

University of Fort Hare  
*Together in Excellence*

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

10. I am extremely glad that I chose this company to work for, over others I was considering at the time I joined.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

11. There's not too much to be gained by sticking with this company indefinitely.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

12. Often, I find it difficult to agree with this company's policies on important matters relating to its employees.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

13. I really care about what happens to this company.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

14. For me this is the best of all possible companies for which to work.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree

15. Deciding to work for this company was a definite mistake on my part.

Strongly : 1 : 2 : 3 : 4 : 5 : strongly  
disagree : . : . : . : . : . : agree



---

University of Fort Hare  
*Together in Excellence*

Thank you for your participation