IMPROVING ORGANISATIONAL COMMITMENT IN A SELECTED TELECOMMUNICATIONS COMPANY

By

SIZWESIHLE DERRICK SHANDU

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Supervisor: Professor C.A Arnolds

DECLARATION

I, Sizwesihle Derrick Shandu, hereby declare that:

➢ the work in this treatise is my own independent and original work;

➢ all sources used or referred to have been documented and recognised; and

➢ this treatise has not been previously submitted in full or partial fulfilment of the requirements for an equivalent or higher qualification at any other recognised educational institution.

Sizwesihle Derrick Shandu   Date

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ABSTRACT

As human resources become part of strategic management in many organisations, employees are said to play a crucial role in helping their organisations fulfil their goals. It is a fact that organisations are now relying heavily on the competence of their human resources to gain a competitive edge over their competitors. It is therefore important that organisations should have employees that are committed and motivated in order to be able to compete.

This study seeks to improve organisational commitment of the employees in the maintenance section of the selected telecommunications company, by investigating whether variables such as appreciative leadership, organisational citizenship behaviour, psychological empowerment (as measured by perceived control, perceived competence and goal internalisation), job satisfaction and employee rewards are significantly or not significantly related to the organisational commitment of the employees in the selected company.

A sample, consisting of 120 employees, including technicians, supervisors and managers, was selected. The study achieved a response rate of about 52% (51.7) after 120 questionnaires were distributed. The empirical results of the study showed that only psychological empowerment (as measured by goal internalisation) and job satisfaction were significantly related to organisational commitment of the employees of the selected company.

The implementation of the recommendations of this study should contribute to increased organisational commitment in the selected company.

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CHAPTER 1

SCOPE OF STUDY

1.1 INTRODUCTION

In the business world where the human resource function has been integrated into strategic management, employees play a pivotal role in helping their organisations to fulfil their objectives. This view is echoed in Malik et al. (2013), who see organisations relying heavily on their human resources to retain their competitive edge. The authors further conclude that organisations need to have committed and motivated personnel to achieve their current business objectives.

Many researchers have come up with various definitions of organisational commitment. Organisational commitment has been defined as "a mind-set reflecting employees' faithfulness to their organisation, and also a continuing chain by which organisation's members utter their concern regarding organisation and its development" (Malik et al., 2013, p.16). Another view expressed in Cho, Rutherford and Park (2012), is that organisational commitment is a psychological state that reflects a sense of shared values, identity, loyalty, support and pride that staff members feel towards their organisation.

The literature recognises three common types of organisational commitment, namely affective, normative and continuance commitment (Allen and Meyer, 1991). Affective commitment is recognised as an emotional commitment where employees stay in their jobs because they want to. The type where employees do not leave their jobs because of the cost associated with leaving, has been identified as continuance commitment. Lastly, normative commitment looks at the employees who stay in their job because of the feeling of obligation (Amos and Weathington, 2008).

However, it should be noted that the continuance commitment dimension has been expanded to include the perception of lack of alternative employment opportunities (Karakaya, 2013).

This paper is aimed at improving the organisational commitment of the employees in the maintenance section of a selected South African telecommunication company.

1.2 PROBLEM STATEMENT

A potential problem of lack of organisational commitment in the maintenance section of the selected company had been identified. This telecommunication company conducted a survey to measure engagement of its employees in 2014. The 2014 survey results (conducted within this telecommunication company), revealed that only 59% of its employees had an intention to stay with the organisation (CEB Workforce Surveys, 2014).

The results of the survey also revealed the low employee net promoter score (-4%) obtained. The employee net promoter score was aimed at finding out if employees would recommend this telecommunication company as a good company to work for (measured on the scale of between -10% and 30%). Although the results showed that 71% of the employees were engaged, there was a feeling that the number of disengaged employees is still high at 29%.

Authors such as Chalofsky and Krishna (2009) and Rothmann and Jordan (2006), have confirmed the positive relationship between work engagement and organisational commitment. Achieving organisational commitment among employees is important as this has been identified as the most important factor in achieving organisational objectives (Karakaya, 2013).

Organisational commitment ensures that every employee that feels committed towards the organisation becomes the principal and the power of that entity (Chen, 2004). Ultimately the employee commitment towards the organisation becomes an important factor.

The selected telecommunication company provides high quality services through their core network. The network is maintained primarily by their employees in core network field operations (maintenance section). Therefore it is important to improve

organisational commitment in the maintenance section as it contains employees with skills that are critical to the company's operations.

1.2.1 Importance of solving the problem

Most organisations are acknowledging that employees are their most important assets. Therefore it is inevitable to see them working hard in creating employment brands that attract, keep and compete for talented people (Glen, 2006). It has been proven that the strength of an organisation is in its employee commitment. The study has shown that it will be impossible to meet organisational goals if the employees are not honest and faithful to their organisation (Malik et al., 2013).

The study in Khan et al. (2011) on Pakistan telecoms, found out that the telecoms sector has experienced difficulty in employee retention due to privatisation. This analysis fits the profile of the South African telecoms sector which has also undergone the process of privatisation which has eradicated telecoms monopolies.

1.2.1.1 Employee turnover

The threat created by low organisational commitment has been shown to be related to employee turnover (Little and Little, 2006). Khan et al. (2011) further state the importance of enhancing employee organisational commitment especially now that achieving organisational goals relies heavily on employee retention. Privatisation in the South African telecommunications sector has declared war on talent competition among various players. It is easy to lose critical skills (through employee turnover) to other companies if you have a workforce that is not committed.

Employee turnover has been identified as a costly exercise by many organisations around the world. Separations, recruitments, and training of replacements cost the organisations fortunes every year (Amos and Weathington, 2008). Turnover intention is an important issue for any organisation. Therefore organisational commitment becomes a management issue as it appears to be a good predictor of turnover intention (Chen, 2006).

The 2014 survey results on employee engagement have revealed that 41% of the employees in the selected telecommunications company have the intention to leave the company. This is over and above the 29% of disengaged employees that was pointed out in the survey (CEB Workforce Surveys, 2014).

It is also important to acknowledge the positive relationship between engagement and commitment as seen in the literature. This is suggested in Chalofsky and Krishna (2009), who confirm that this positive relationship between work engagement and organisational commitment suggests that employees that are highly engaged in their work also have a tendency of being committed to their organisation.

1.2.1.2 Negative impacts

The company has acknowledged that employee disengagement has the following three impacts to its life (CEB Workforce Survey, 2014):

- *Financial impact*

There is consensus that the cost of 30% of disengaged employees in the company has an impact of R1.7 billion on the annual salary bill.
.
- *Customer satisfaction*

There is a school of thought that suggests that disengaged customers can easily be created by disengaged employees through their cynicism and negativity.

- *Productivity*

This has a great impact in terms of missed deadlines, repeat faults and poor sales. Disengaged employees have a tendency of taking more sick leave, which leads to lower production. The selected telecommunication company scored 3.46% as compared to 1.5% by other five telecommunication companies in the category of employees who experience absenteeism through taking more sick leave (CEB Workforce Surveys, 2014)

1.2.1.3 Importance of having a committed workforce

As previously stated, employees have been viewed as assets in the organisations. This has led researchers to emphasise the importance of reviewing the factors that influence individuals' job satisfaction and organisational commitment (Lumley, 2010). Organisational commitment has been seen to be crucial to employee's individual performance. This has led to the benefit of modern organisations that require greater self- management (Little and Little, 2006).

Employees who possess affective commitment to the organisation have been found to be concerned about the organisation's well-being (Xerri and Brunetto, 2013). Furthermore, in Xerri and Brunetto (2013), these employees have also been found to support an organisation's strategic direction by being innovative and also exhibiting organisational citizenship behaviour.

EL-Nahas, EL-Salam and Shawky (2013), have found that employees with high levels of commitment are less likely to leave the organisation. They further found that they also have high concern about the organisational wellbeing, and have a desire to pursue organisational goals.

1.2.2 Potential causes of the problem

When an employee's values match those of an organisation, and those of their colleagues in the organisation, the values are said to be congruent (Amos and Weathington, 2008). Researchers suggest that the level of the value of congruence between employees and their organisation is positively related to attitudes such as satisfaction and commitment (Rosete, 2006).

The selected company's 2014 survey results on engagement have shown employee satisfaction as one of the problematic areas reported. Kim et al. (2005), as cited in EL-Nahas et al. (2013, p. 20), argued that satisfied employees have higher levels of organisational commitment than employees who are not satisfied.

Some findings have presented strong evidence that those employees who feel pride, pleasure and satisfaction from their jobs, are more likely to identify and also be involved in their organisation (EL-Nahas et al., 2013).

The selected company's 2014 survey on engagement has also revealed the concern about lack of management support (CEB Workforce Surveys, 2014). The survey revealed that strategic leadership performed below the international norm (-4 to -14%) with respect to consistent behaviour, the ability to provide direction, and thus acting in the best interest of the company.

Among all other drivers of employee commitment, organisational support as perceived by employees, strongly influences their commitment (He, Lai and Lu, 2011). The same authors in their article define managerial support as the level to which employees generate general impressions that their managers are supportive, appreciative of their contributions, and have high care for them as subordinates.

He et al. (2011), further suggested that the quality of leadership in any organisation is reflected in its employee commitment. Therefore, there is logic in assuming that managerial attitude and behaviour would have a significant relationship with the development of employee commitment (He et al., 2011).

1.2.3 Previous studies on solutions to the problem

Personal, job and organisational factors are three main drivers of employee commitment (He et al., 2011). The authors further state that personal factors include those characteristics that a person possesses before joining an organisation. The previous studies on commitment have extensively covered personal factors such as personal traits, age and gender to study their impact on organisational commitment (He et al., 2011).

Job characteristics are the attributes of a job that create conditions for high work motivation, satisfaction, and performance, such as task significance, skill variety, job complexity, job stress, task identity, employee involvement and so on (He et al., 2011). The literature has also covered these topics extensively and empirical studies have

been conducted to prove their relationship with organisational or employee commitment (He et al., 2011).

Organisational characteristics are conditions that the employee encounters upon entering the organisation, such as organisational support, the style of leadership, human resource management practices, perceived external prestige, and so on (Chen, 2004). This area has also been covered by the previous studies (Chen, 2004). He, Lai and Lu (2011), argue that although drivers of employee commitment have been examined in previous literature, organisational support as a managerial characteristic has not attracted enough attention.

This argument by He et al. (2011) is worrying, as a supportive managerial attitude would provide employees with an environment in which they believe that their work will be recognised and appreciated. This is precisely the reason why the present study looked at appreciative leadership as the behavioural dimension within leadership theory, to address this deficiency problem in the literature. Leaders, as managers, articulate organisational goals. The congruency between employees' goals and organisational goals motivates the employees to be committed to the organisation (He et al., 2011).

Whilst the literature is rich with leadership studies on commitment, there is still room for improvement. Gaps have been identified in appreciative leadership and its role in organisational commitment. This is confirmed by Stocker et al. (2014), who studied appreciative leadership on well-being and health of the employees.

In their article, Stocker et al. (2014) recommended that variables such as organisational commitment and job satisfaction be considered when appreciative leadership is studied. The previous studies have never identified the relationship between appreciative leadership and organisational commitment. This study sought to bridge this gap in the literature by testing the relationship between appreciative leadership and organisational commitment.

1.2.4 Conceptual framework to solve the problem in the selected company

After scrutinising the above-mentioned literature and surveys conducted in the selected company, five variables were identified as main factors (independent variables) that would influence the organisational commitment (dependent variable) of employees in the selected company. These variables include appreciative leadership, organisational citizenship behaviour, psychological empowerment (as measured by perceived competence, perceived control and goal internalisation), job satisfaction, and employee rewards. The following is a brief discussion on each selected independent variable.

1.2.4.1 Appreciative leadership

The present study focussed on the relationship between appreciative leadership and organisational commitment. The study investigated the impact of appreciative behaviour on the relationship between the supervisor/manager and subordinates. Appreciative leadership is associated with good leadership (Stocker et al., 2014). It takes its nature from the appreciative behaviour displayed by leaders towards their subordinates (Stocker et al., 2014). These appreciative behaviours are in terms of recognition, support constructive feedback appreciation and respect (Stocker et al., 2014).

1.2.4.2 Organisational citizenship behaviour

Organisational citizenship behaviour refers to the activities and behaviour of employees that go beyond the call of duty. Such behaviour comes as a result of superior workplace relationships (Xerri and Brunetto, 2013, p.3166). In ÖZDEM (2012, p.51) it is confirmed that organisational citizenship behaviour is more likely to be performed by committed employees than those employees who are not committed. The present study therefore investigated whether such behaviour was prevalent among employees in the maintenance section of this selected telecommunication company. The study also investigated whether a positive relationship existed between organisational citizenship behaviour and organisational commitment.

1.2.4.3 Psychological empowerment (as measured by perceived competence, perceived control and goal internalisation)

Literature corroborates a momentous correlation of psychological empowerment with employee commitment (Malik et al., 2013, p.15). This present study explored the multidimensional measure of this construct as suggested by Menon (2001). According to Menon (2001), psychological empowerment is characterised by perceived competence, perceived control and goal internalisation. This measure was chosen because it is suited for the work environment and thus for this study.

The present study used these dimensions from Menon (2001) to measure psychological commitment of all employees in the maintenance section of the selected telecommunications company. The present study also investigated the relationship between these three dimensions of psychological empowerment, and organisational commitment.

1.2.4.4 Job satisfaction

The literature suggests that job satisfaction influences organisational commitment. There is a belief that the greater the job satisfaction, the greater the organisational commitment (Paulinet et al., 2006, as cited in EL-Nahas et al., 2013, p. 20). The present study investigated the impact of job satisfaction on organisational commitment in terms of motivators and dissatisfiers. Employees of the selected telecommunication company were thus measured on these two attributes (motivators and dissatisfies).

1.2.4.5 Employee rewards

Employees around the world have always benchmarked their employee rewards with those of their peers in the same industry. The present study investigated whether employees in the maintenance section of the selected telecommunications company are satisfied or dissatisfied with their employee rewards (monetary and non-monetary). It will also be investigated what influence the level of satisfaction with these rewards has on the organisational commitment of employees. Moriones and Kintana (2009, p.207) have, for example, found a positive relationship between rewards such as profit sharing and organisational commitment.

1.2.4.6 Organisational commitment

This present study used organisational commitment as a dependent variable. Organisational commitment has been widely investigated in the literature. According to Meyer and Allen (1991), this construct has three components that have been tested in many studies; namely affective commitment (emotional attachment to the organisation), continuance commitment (feeling of investment in the organisation) and normative commitment (feeling of obligation towards the organisation). This present study focused primarily on the affective component of the commitment. The study sought to evaluate the affective commitment of the employees in the maintenance section of the selected telecommunications company.

1.2.4.7 The hypothesised model

The following null hypotheses were formulated with regard to the relationships among the variables in the conceptual model (Figure 1.1):

H01:   Appreciative leadership is not significantly related to the organisational (affective) commitment of the employees in the selected company

H02:   Organisational citizenship behaviour is not significantly related to the organisational (affective) commitment of the employees in the selected company

H03:   Psychological empowerment (as measured by perceived competence) is not significantly related the organisational (affective) commitment of the employees in the selected company

FIGURE 1.1:

THE HYPOTHESISED MODEL

Appreciative Leadership	H01		
Organisational Citizenship Behaviour	H02		
	Perceived Competence	H03	
Psychological Empowerment	Perceived Control	H04	Organisational Commitment
	Goal Internalisation	H05	
Job Satisfaction	H06		
Employee Rewards	H07		
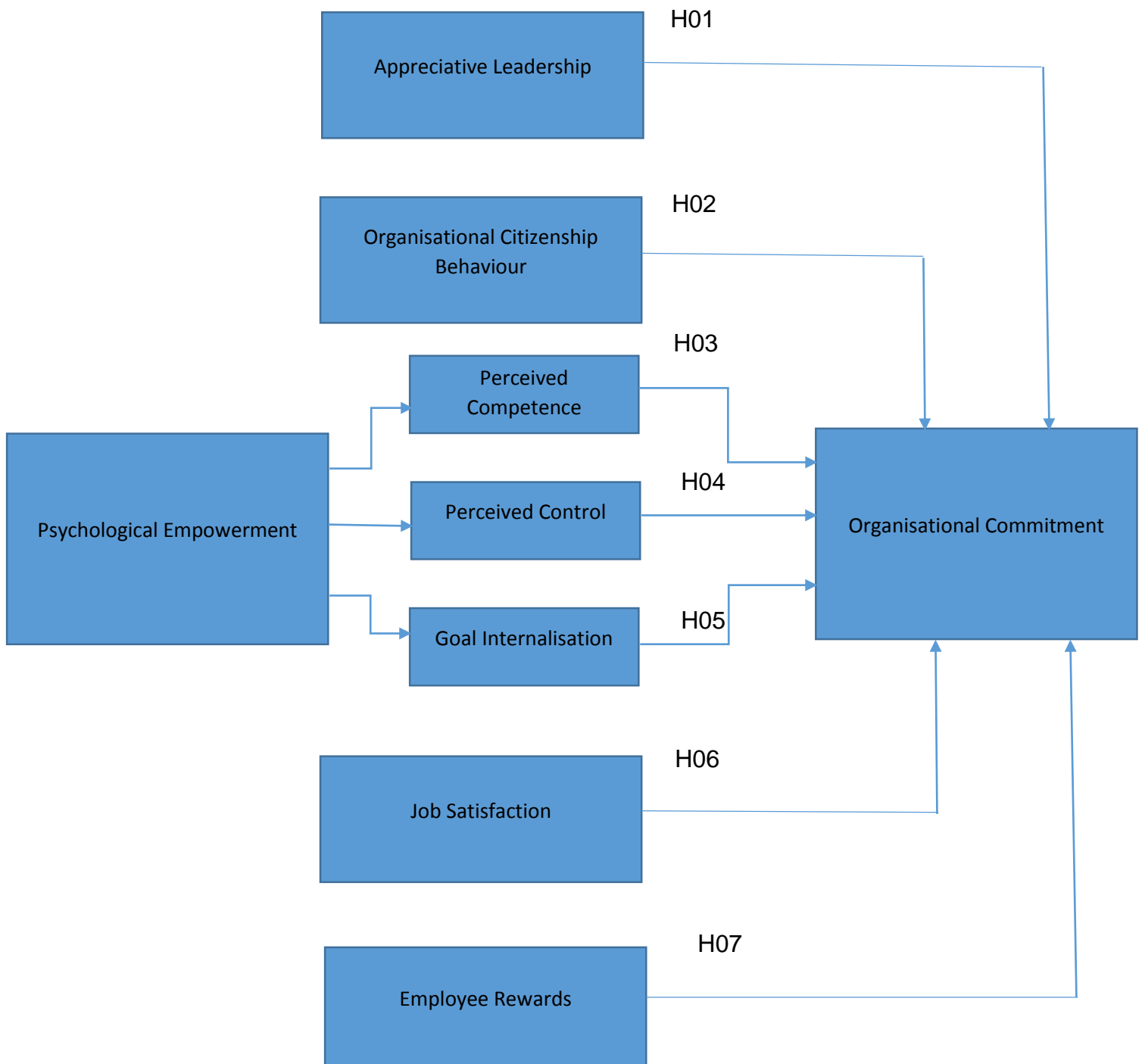
Source: Author's own construction

H04: Psychological empowerment (as measured by perceived control) is not significantly related to the organisational (affective) commitment of the employees in the selected company

H05: Psychological empowerment (as measured by goal internalisation) is not significantly related to the organisational (affective) commitment of the employees in the selected company

H06: Job satisfaction is not significantly related to the organisational (affective) commitment of the employees in the selected company

H07: Employee rewards are not significantly related to the organisational (affective) commitment of the employees in the selected company

1.3 RESEARCH OBJECTIVES

The primary objective of this study is to improve organisational commitment among employees in the maintenance section of the selected telecommunications company by investigating the significance of psychological empowerment (as measured by perceived competence, perceived control and goal internalisation), organisational citizenship, job satisfaction, appreciative leadership and employee rewards on the organisational commitment of its employees.

In order to achieve the above-mentioned primary objective, the following research design objectives are pursued:

- conducting a secondary literature review on the variables being explored
- constructing a questionnaire for the collection of empirical data
- distributing the questionnaire to about 120 employees of the selected firm
- capturing the data in an Excel computer software programme
- analysing the data using the STATISTICA computer software programme
- interpreting the results and drawing conclusions
- presenting recommendations to management.

1.4 METHODOLOGY OF THE STUDY

1.4.1 Research paradigms

1.4.1.1 Quantitative research

Quantitative research provides a measurement orientation in which data can be collected from many respondents and trends assessed in a cross sectional manner (Creswell and Garrett, 2008). Quantitative research is a tool used for testing theories by scrutinising the relationship among variables (Creswell, 2009). The author continues by saying that the instruments can be used in measuring variables, so that collected data can be analysed using statistical procedures. He concludes that the quantitative paradigm has a worldview that is a positivist, experimental strategy of inquiry, and can measure the attitudes before and after the test.

1.4.1.2 Qualitative research

Qualitative research generates detailed information which is reported in the expressions of the respondents, and it is contextualised in the settings in which the respondents provide experiences and the meanings of their experiences (Creswell and Garrett, 2008). Qualitative research becomes a tool to investigate and understand the meaning individuals or groups ascribe to a social or human problem (Creswell, 2009). The author further reiterates that the process of research involves emerging procedures and questions, data that is collected in the respondent's setting, data analysis inductively building from particulars to general themes and the researcher making interpretations of the meaning of the data.

1.4.1.3 The present study

This present study is based on the positivist paradigm (quantitative technique). It measures organisational commitment (dependent variable) among maintenance employees of the selected company, and its relationship with another five independent variables (psychological empowerment, organisational citizenship behaviour, appreciative leadership, job satisfaction and employee rewards).The method of

collecting data is questionnaires, and the study focuses on theories to explain the relationships between the constructs.

1.4.2 The sample

Sampling is defined as a selection of a subset of the population in order to draw conclusions about the entire population.

A random sample consisting of employees in the maintenance section of the selected company was used for this study. This included employees from operational levels, supervisory level and middle management level. The study was limited to Gauteng central region. The study was conducted on a sample of 120 Gauteng central maintenance employees. The study used the simple random sampling technique to select its respondents. The questionnaire also captured demographical data about the respondents, including gender, age, education, job tenure and job experience.

The questionnaire was designed and used as a means to collect data from the respondents. The questionnaire was then distributed to all Gauteng Central maintenance employees using email addresses from the maintenance database and also manual deliveries. For convenience and confidentiality, the respondents were urged to return the questionnaires via email or to drop them off at the Kempton Park office in sealed envelopes.

1.4.3 Measuring instruments

The purpose of measurement is to limit substantial data of any phenomenon. According to Leedy and Ormrod (2010) this enables data to be interpreted and ultimately compared to certain qualitative or quantitative standards. This section looks at measuring instruments for all six variables used in this study.

1.4.3.1 Appreciative leadership

Appreciative leadership was measured using the instrument that measured the general level of appreciation at work by supervisors (Stocker et al., 2014, p. 83).This

instrument was assessed by the supervisor subscale of appreciation at work by Jacobshagen et al. (2008). This study used nine items from this scale.

1.4.3.2 Organisational citizenship behaviour

Organisational citizenship behaviour was measured by an organisational citizenship behaviour scale (OCBS) developed by Podsakoff and Mackenzie (1994).The instrument consists of twenty four items measuring five subscales (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) as developed by Organ (1988). This study measured organisational citizenship behaviour by using twelve of these items.

1.4.3.3 Psychological empowerment

Psychological empowerment was measured with Menon's fifteen item instrument to assess psychological empowerment (Menon, 2001). All of those items were used for this study. This instrument comprises three five-item scales, which reflect perceived control, goal internalisation and perceived competence (Kotze, Menon and Vos, 2007, p. 2).

1.4.3.4 Job satisfaction

Job satisfaction was measured using the thirty six items in the job satisfaction scale conceptualised by Spector (1997). This scale examines nine aspects of job satisfaction (promotion, supervision, pay, operating conditions, communication, contingent rewards, fringe benefits, co-workers and nature of the work), and also overall job satisfaction. This present study also measured all nine aspects of job satisfaction using only twenty items from the original thirty six items.

1.4.3.5 Employee rewards

Employee rewards were measured using four items on three subscales comprising of extrinsic monetary rewards scale (Nujjoo and Meyer, 2012).

1.4.3.6 Organisational commitment (affective commitment)

Organisational commitment contains the measurement of three dimensions namely affective, continuance and normative commitments (Allen and Meyer, 1990). However for this study the main focus was affective commitment. Affective commitment was measured using all eight items on affective commitment designed from Allen and Meyer's (1990) original twenty four item questionnaire.

All the above measuring instruments were anchored to a five-point Likert scale, and STATISTICA Version 12 (2014) was used to analyse the data obtained.

1.5 DEFINITION OF CONCEPTS

1.5.1 Psychological empowerment

Psychological empowerment is the kind of empowerment that is founded on social psychological theory. It assumes that empowerment has its base in the perceptions of employees. It is the creation of opportunities that develop feelings of self-efficacy and remove conditions leading to powerlessness. This construct has got three categories namely:

1.5.1.1 Perceived control

Perceived control is a true reflection about being autonomous. It is a belief that a person is capable of controlling and influencing his/her environment by making a difference in those activities that surrounds him/her.

1.5.1.2 Perceived competence

Perceived competence refers to a person's sense of efficacy and personal capabilities in controlling their environment. It is how effective and skilled individuals perceives themselves to be, in a particular situation.

1.5.1.3 Goal internalisation

Goal internalisation represents the internalisation of the organisation's vision or goals by an individual. It is the process by which individual members integrate the beliefs, perspective, vision and goals held by their organisation into their own identity or sense of self.

1.5.2 Organisational citizenship behaviour

Organisational citizenship behaviour (OCB) is defined as the behaviour that surpasses the basic requirements of the job. It is a behaviour that is beneficial to the organisation, which mostly is emanating from the discretion of a person.

1.5.3 Job satisfaction

In Llobet and Angels (2013, p.1070) job satisfaction is defined as the level of positive emotions which an employee possesses regarding his/her employment. Job satisfaction is an individual's total feeling about the job, and the attitudes they have towards various aspects or facets of their job (Ivancevich and Matteson, 2002).

1.5.4 Appreciative leadership

Appreciative leadership is defined as the relational capacity to mobilise creative potential and turn it into positive power. It can also be taken as setting in motion, positive ripples of confidence, energy, enthusiasm, and performance.

1.5.5 Employee rewards

Employee reward can be defined as programmes which are set up by a company to reward performance and motivate employees on individual and/or group levels.

1.5.6 Organisational commitment

Organisational commitment is a psychological connection that employees have with their organisation (Meyer and Allen, 1997). It is the degree to which a person strongly identifies with, and feels a part of the organisation (Sehgal, 2012).It is ultimately a bond that exists between the employees and their organisation (Martin and Roodt, 2008).

1.6 OUTLINE OF THE STUDY

This treatise is arranged as follows:

- Chapter 1 provides the scope of the study. This includes an introduction, the problem statement, conceptual framework, research objectives, null hypotheses, and methodology of the study. Definitions of concepts and the outline of the chapters are also part of chapter 1.

- Chapter 2 outlines the literature covered in the study. It gives an in-depth discussion on all the variables found in the conceptual framework.

- Chapter 3 discusses research design and the methodology used in the study. For the design, the chapter discusses the two research paradigms [quantitative (positivism) and qualitative (interpretivism)] and the sampling. As part of the methodology, the chapter also discusses measuring instruments, methods of collecting data and how data is captured, edited and analysed.

- Chapter 4 looks at discussing the empirical results in terms of the stated research problem. Statistical analysis of each instrument is described, and the main findings are interpreted and highlighted. Multi regression analysis of the empirical results is described and its findings are highlighted.

- Chapter 5 provides a summary of the deductions, conclusions, viewpoints that arise from the arguments. The chapter seeks to draw a final conclusion on the essence of the investigation. This is where the author makes conclusions and

recommendations based on the findings. The chapter also discusses the prospects of future studies and whether research gap is filled by the study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter 1 of this study dealt with important fundamental issues such as the title and the problem statement. It covered the reasons why it was important to conduct the study, and its implications for management. Chapter 2 covers the literature review.

The chosen variables are discussed at length with respect to the study. The design of the final questionnaire is based on the literature that is covered. Chapter 2 also enables the study to formulate a different hypothesis that helps to investigate the relationship between the variables. As mentioned in Chapter 1, there are seven independent variables [appreciative leadership, organisational citizenship behaviour, psychological empowerment (as measured by perceived control, perceived competence and goal internalisation), job satisfaction and employee rewards] that are covered by the literature.

These independent variables are tested against a dependent variable [organisational commitment (affective commitment)]. The literature forms the basis of the relationship between each independent variable and the dependent variable.

2.2 ORGANISATIONAL COMMITMENT

Research on commitment in the workplace has resulted in the discovery of a broad range of types, such as involvement, commitment, engagement and attachment (Martin and Roodt, 2008). This subject has been researched excessively, and has also undergone numerous empirical studies both as a consequence and an antecedent of other work-related variables (Martin and Roodt, 2008). This is proof enough that there is a link between commitment and workplace outcomes (Field and Buitendach, 2011).

Researchers have been successful in finding three approaches to studying commitment. These three approaches are taken from attitudinal, behavioural and motivational perspectives (Allen and Meyer, 1990). The present study also covers organisational commitment within the context of how the attitudes, behaviours and motivations affect it.

In an attempt to comprehend the intensity and the rationale behind employee's dedication to the organisation, a concept of organisational commitment has received enormous interest (Lumley, 2010).This is primarily due to the fact that organisational commitment deals with the commitment of employees to their organisation.

Meyer and Allen (1997), looked at organisational commitment as a psychological connection that employees have with their organisation. It is a bond that exists between the employees and their organisation (Martin and Roodt, 2008). This bond and this connection, actually measures the strength on how an employee is attached to the organisation (Stup, 2006). In this context, the employees attach their needs with those of the organisation and are willing to contribute to the attainment of organisational goals.

Organisational commitment also encompasses employee loyalty as well as identification (implicit and explicit) with organisational values (Passarelli, 2011). This notion is also supported by other researchers (Col, 2004; Feinstein, 2006; Paulin, Ferguson and Bergeron, 2006), who look at organisational commitment as taking place, when individuals identify with the organisation and strive towards the objectives and values of the organisation.

Organisational commitment can also be described further as an encompassing construct which involves both hard work and active engagement in the activities of the organisation (Passarelli, 2011). Interestingly Greenberg and Baron (2010), associate organisational commitment with a high degree of willingness for both sharing and making sacrifices. Therefore the organisational overall effectiveness becomes a result of personal sacrifices and selflessness of committed employees who perform beyond normal expectation (Stander and Rothmann, 2009).

2.2.1 The three component model of organisational commitment

Organisational commitment theory has produced three component models as conceived by Meyer and Allen (1991). These components include affective commitment (affection for your job), continuance commitment (fear of loss) and normative commitment (sense of obligation to stay). In a South African context, Bagraim and Sader (2007) also provided empirical proof of the three dimensions of organisational commitment.

Although all three of these components are relevant and are discussed in the literature of this study, the study will be biased towards affective commitment as it deals with emotional attachment to the organisation. What the study hopes to establish is to discover how attached the employees are to the selected company and what can be done to improve this attachment.

Morgan (2012) is of the opinion that, from an attachment perspective, it can be said that affective commitment reflects the strength of the relationship, continuance commitment reflects duration and normative commitment reflects responsibility. It is argued that people stay in an organisation either because they want to (affective commitment), because they have to (continuance commitment) or because they ought to (normative commitment).

It is also very interesting to acknowledge that Meyer and Allen (1991) concluded that affective, continuance and normative commitment were components rather than types, because employees could have varying degrees of all three. They argued that it is possible for an employee to feel obligated to remain in the organisation whilst also feeing a strong attachment for the organisation.

Another example is that an employee might feel economically restrained to leave an organisation, whilst also at the same time enjoying working for the organisation. Lastly, a third employee can encompass all components of commitment by experiencing a considerable degree of desire, need, and obligation to remain with the current employer (Meyer and Allen, 1997, p. 13).

The above argument is vindicated in Laka-Mathebula (2004), who stresses that organisational commitment shows its complexity by its nature of multidimensionality. The author also conceded that the three components of organisational commitment are not mutually exclusive. This means that it is possible for one employee to have one or any combination of the three components.

This argument presented by these authors, however, does not imply that you have to add all these scales to obtain an overall score for organisational commitment. For the purpose of the present study the researcher has chosen to refer to these different scales as types instead of components.

2.2.1.1 Affective commitment

The strong emotional attachment that an employee feels towards an organisation is said to be caused by one's affection for one's job. This is experienced by people who identifies themselves with goals and values of their organisation and who genuinely want to be part of the organisation. Greguras and Diefendorff (2009) state that the attraction–attrition model suggests that similar values and objectives that employees share with the organisation are the main reason why employees become attracted to and subsequently remain with the organisation.

Affective commitment is attributed to those employees who possess values such as loyalty, identification and involvement in their orientation (Robbins et al., 2010). Affective commitment is experienced by emotionally dedicated employees who see congruence between their individual goals and those of the organisation. This is also echoed by Ferreira, Basson and Coetzee (2010), who view dedication (at an emotional level) by the employees as a manifestation of a harmony between their goals and values, and those of their organisation.

This enables employees with affective commitment to want to go an extra mile when participating in organisational activities (Theron and Dodd, 2011). Affective commitment is said to be developing an employee's job, which proves to be satisfying. Valued skills are developed when someone is afforded an opportunity to do a satisfying job (Coetzee, Schreuder and Tladinyane, 2007).Employees who enjoy their

jobs are likely to feel good, and thus satisfied with their job. This feeling of an increased job satisfaction is likely to increase the feeling of affective commitment (Eyre, n.d)

In the final analysis, employees who possess strong affective organisational commitment are said to be more committed and satisfied. They perform better and have less intention of leaving the organisation as compared to those employees who possess a lesser degrees of affective commitment (EL-Nahas et al., 2013).

This has been confirmed and vindicated in the literature by various authors who have viewed organisational commitment as a concept that brings out the employees' affective attachment to an organisation (Meyer and Allen, 1991; Alniacik et al., 2011). Other researchers have gone further to indicate that this attachment is as a result of an individual's desire to share the organisational values and thus exerting effort to remain in the organisation (Zeinabadi and Salehi, 2011; Yucel and Bektas, 2012).

2.2.1.2 Continuance commitment

The feeling of investment to an organisation is described by continuance commitment. These investments may include time, non-transferable skills, effort and contributions. The longer people remain in their organisation, the more they have to lose (Ferreira, Basson and Coetzee, 2010). Continuance commitment is what is perceived as cost for leaving the organisation (Meyer and Allen, 1997).

These authors further state that employees are often aware of the expenses, threats and other considerations that are linked to their leaving the organisation. It is inevitable for employees in this regard to make very calculated decisions. Therefore continuance commitment is seen by those employees who remain with a specific organisation not because they want to, but because of the money they earn as a result of the time spent in the organisation.

This differs from affective commitment, where individuals remain with an organisation because they want to and because they are familiar with the organisation and its principles. Theron and Dodd (2011) view continuance commitment, as a comparison

between the perceived economic value of remaining within the organisation, and that of leaving the organisation.

2.2.1.3 Normative commitment

Normative commitment is the third dimension of organisational commitment and reflects feelings of obligation to stay with an organisation as a result of pressures from others (Mclaggan, Bezuidenhout and Botha, 2013). But another view is that normative commitment is a moral obligation to remain with the organisation for ethical reasons (Theron and Dodd, 2011).

Normative commitment can be explained as a sense of responsibility to continue employment with a specific organisation (Meyer and Allen, 1997). The internalised idea of responsibility and commitment allows employees continued membership that is appreciated by a specific organisation (Allen and Meyer, 1990). The normative element is seen as the commitment that individuals consider morally appropriate regarding their continued stay with a specific organisation. This is irrespective of how much status improvement or fulfilment the organisation provides the individual over the years (Marsh and Mannari, 1977).

2.2.2 Importance of organisational commitment

Organisations all over the world are concerned about the issue of turnover intentions (Bandhanpreet Kaur, Mohindru and Dr Pankaj, 2013). These authors view turnover intentions as a crucial issue that needs the attention of the organisations. Turnover has been defined as the termination of employment with a given company (Bandhanpreet Kaur et al., 2013).

Other researchers have reached agreement in defining turnover intention as a conscious psychological willingness to leave an organisation (Alniacik et al., 2011; Panatik et al., 2012). The authors (Chen, 2006; Alniacik et al., 2011) have acknowledged antecedents such as job performance, job satisfaction and organisation commitment as good predictors of turnover intention.

2.3 JOB SATISFACTION

The scientific literature on work organisation has long been dominated by two constructs (organisational commitment and job satisfaction). Tradition dictates that these two variables (constructs) have always been linked to the behaviours (desired or undesired) of those who work within the organisation (Llobet and Angels, 2013).

Job satisfaction is just one among many important attitudes that influence human behaviour in the workplace. It is closely related, for example, to organisational commitment (the degree to which a person strongly identifies with and feels a part of the organisation and job involvement, and the willingness of a person to work and apply efforts beyond normal job expectations) (Sehgal, 2012).

Considering job satisfaction as a stand-alone construct, it is realised that the concept has changed a little in recent times as its definition and measurement scales are still being consolidated (Llobet and Angels, 2013). According to Llobet and Angels (2013, p.1070), various authors have defined job satisfaction as the level of positive emotions which an employee possesses regarding his/her employment.

Job satisfaction can be viewed again as an individual's total feeling about their job, and the attitudes they have towards various aspects or facets of their job (Ivancevich and Matteson, 2002). This also includes the attitude and perception that could consequently influence the degree of fit between the individual and the organisation (Spector, 1997). The implication is that an employee can be satisfied with one aspect of the job and also be dissatisfied with the other aspect at the same time (Kinicki and Fugate, 2012)

Spector (1997) states that job satisfaction influences people's attitude towards their jobs and various aspects of their jobs. Sing (2005) found that job satisfaction is the result of various attitudes in all probability, activated by a worker's needs and their fulfilment through work. The worker exhibits these needs towards his job, towards related factors and towards life in general. More explicitly it explains a worker's experience of satisfaction or dissatisfaction with his job, or any aspect of it (Sehgal, 2012).

Spector (1997) explains that for researchers to understand these attitudes, they need to understand the complex and interrelated facets of job satisfaction. A facet of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Spector, 1997). This perspective can be useful to organisations that wish to identify employee retention areas in which improvement is possible (Saari and Judge, 2004; Westlund and Hannon, 2008).

This is echoed again by Spector (2008), who states that since job satisfaction involves employees' affect or emotions, it influences an organisational well-being with regard to job productivity, employee turnover, absenteeism and life satisfaction. The consequences of job satisfaction include better performance and a reduction in withdrawal and counter-productive behaviours (Morrison, 2008).

Research has indicated that job satisfaction does not come about in isolation, as it is dependent on organisational variables such as structure, size, pay, working conditions and leadership, which represent the organisational climate (Sempane, Rieger, Roodt, 2002). However, if job satisfaction is absent and other work opportunities present themselves, turnover could well increase (Martins and Coetzee, 2007).

2.3.1 Variables of job satisfaction

Variables as predictors of job satisfaction are discussed as follows:

2.3.1.1 Pay and promotion

Although the study on the impact of pay increases on job satisfaction by Yang et al. (2008) (Chinese Military), revealed pay as an important factor that affected overall satisfaction, other researchers such as Spector (2008), have found that people who earn more money are not necessarily more satisfied with their jobs. However pay is associated with global satisfaction and even more closely with the facet of pay satisfaction. However, the study in Uganda mentioned in Mukokoma (2008) as cited in Werner (2011, p.90), concluded that money may be more motivational to employees in poor countries than to those in wealthier countries.

But on the other hand, promotions are capable of providing an employee with increased social status, added responsibilities and personal growth (Lumley et al., 2011). Spector (1997) agrees that opportunities for growth are likely to bring job satisfaction to those employees who perceive them to be fair. This is in agreement with Herzberg's theory which classifies promotion as a motivator which is positively linked to satisfaction.

2.3.1.2 Supervision and nature of work

Theory tells us that the behaviour of the immediate supervisor leads to job satisfaction (Lumley et al., 2011, p.103). These authors also acknowledge the argument that job satisfaction increases when the immediate supervisor is friendly, understanding, willing to listen, shows personal interest and also offers praise for good performance to their employees.

The nature of the work deals with the employees' satisfaction with the type of job that they do. Jobs that are challenging the thinking and also providing opportunities to use skills and abilities are likely to lead to satisfaction. Employees require jobs that will give them autonomy and variety to give them satisfaction (Lumley et al., 2011, p. 103). All these can be offered by the supervisor who in addition is required to give each employee feedback on their progress.

2.3.1.3 Operating conditions

According to Spector (2008), the employee's behaviour and the way people react to work are determined by the fairness they perceive. This is echoed by Martins and Coetzee (2007), who see employee motivation as directly affected by the way the employee's needs and objectives are integrated by that of their organisation's working environment and work life balance practices (Lumley et al., 2011).

2.3.1.4 Contingent reward

Appreciating, recognising and the rewarding of good work are taken as acceptable examples of contingent reward (Spector, 1997). Employee dissatisfaction may be a

result of an employee who does not see a reward as equitable to those around him (Werner, 2011). This is supported by Adams's equity theory. Spector (2008) looks at contingent rewards as a supporter of the reinforcement theory of motivation which recognises that behaviours (good or bad) will increase in frequency if they are rewarded.

2.3.2 Theories of job satisfaction

The study by Sehgal (2012) shows four theories that support job satisfaction. These theories are need-fulfilment, social reference group, discrepancy and Hertzberg's two factor theory. This study will concentrate on Hertzberg's two factor theory to define job satisfaction.

2.3.2.1 Herzberg's two-factor theory

This theory speaks about two facets; namely hygiene factors and motivators. Hygiene factors are usually experienced by employees, who feel no dissatisfaction, but this state does not lead to job satisfaction. Hygiene factors are said to be extrinsic or external. On the other hand motivators are intrinsic (internal) to the employees. They lead to the feeling of satisfaction.

The theory views satisfaction and dissatisfaction as independent of each other and also existing in a separate continuum. Sehgal (2012) concedes that this theory acknowledges two separate sets of conditions that are responsible for motivation and dissatisfaction.

This means that when motivators (which are one set of conditions) are present in the organisation, employees will feel motivated, but their absence will not dissatisfy them. Similarly when another set of conditions, called dissatisfiers, is absent in the organisation, the workers feel dissatisfied but their presence does not motivate them. The two sets are unidirectional, that is, their effect can be seen in one direction only.

Sehgel (2012) gives the following motivators and dissatisfiers:

The motivators include the following:

- Achievement
- Work itself
- Recognition
- Possibility for growth
- Advancement
- Responsibility

Dissatisfiers include the following:

- Company policy and administration
- Technical supervision
- Salary
- Personal life
- Working conditions
- Status
- Job security
- Inter-personal relations with supervisors, peers and subordinates

Managers should ensure that they eliminate those factors that lead to job dissatisfaction. The manager must maintain hygiene factors to prevent job dissatisfaction. Managers should promote those factors that are associated with motivators. Employees normally find these factors intrinsically rewarding and also leading to high level of job satisfaction.

H6:   Job satisfaction is significantly related to organisational (affective) commitment of the employees in the selected company

2.4 ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Any organisation may benefit in having employees who can go the extra mile to offer something that is not limited to their official job description in a way that contributes to

the organisation. Organisational citizenship behaviour is part of a research process that has been done for four decades and has been described differently by many researchers (for example, extra-role behaviour, pro-social behaviour and contextual behaviour) (Werner, 2011).

Organisational citizenship behaviour is derived from Katz (1964) perspective of extra-role behaviours, as cited in Mahembe and Engelbrecht (2014, p. 03) These behaviours have been found to be displayed by employees that are discretionary, not recognised by any system of formal rewards which ultimately enhances the effectiveness of an organisation.

According to Mahembe and Engelbrecht (2014), these behaviours are internally motivated and are at the heart of employees who intrinsically have a sense of achievement, competence and affiliation. Organisational citizenship behaviour can be classified into two types of categories; namely the behaviour set up for individual employee within the organisation (OCBI) and the behaviour that aims at assisting the organisation as a whole (OCBO) (Williams and Anderson, 1991). Different types of behaviours makes up OCB. These behaviours have the following characteristics:

- Voluntary behaviour that is not part of a specified job description.
- Spontaneous behaviour that is not rehearsed or pre-planned.
- The behaviour that is not just aimed at doing a personal favor to anyone but which primarily contributes to organisational effectiveness.
- The behaviour that is not likely to receive accolades in terms of rewards and attention from other people such as managers and fellow employees.

Extra-role behaviours play a pivotal role in allowing the sharing of best practices among employees through effective communication. They also promote cohesion, coordination and integration among employees within the organisation (Ren-Tao and Heung-Gil, 2009). Ren-Tao and Heung-Gil (2009) further reiterate that organisational citizenship behaviour is seen as a mechanism that can reach the heights of impacting on the effectiveness of a team, though it has started as a specific behaviour of a single member.

The team is important to an organisation and this type of behaviour is critical in showing the degree to which the employees within the organisation are willing to participate in organisational citizenship behaviours that benefit the organisation (OCBO) and other individual employees within the same organisation (OCBI) (Mohammad, Habib and Alias, 2011).

2.4.1 Dimensions of organisational citizenship behaviour

Mahembe and Engelbrecht (2014) conclude that researchers have not reached consensus in as far as the number of OCB dimensions are concerned. Proposals in the literature have ranged from two dimensions developed by Williams and Anderson in 1991, to seven dimensions proposed in Podsakoff et al. (2000).

But interestingly it is Organ (1988), whose five dimensions still dominate the literature. He proposed dimensions such as civic duty, altruism, courtesy, conscientiousness and sportsmanship as the ones that best describe organisational citizenship behaviour.

Organ looks at these dimensions in the following way:

- Courtesy as a dimension that speaks to actions that intends to prevent future problems.
- Altruism as a dimension that shows helping behaviour intended for specific individual employees.
- Conscientiousness as a dimension that indicates the overall acceptance of the organisational rules and regulations and also the adherence to its procedures. Conscientiousness is also referred to as compliance.
- Civic virtue as a dimension that portrays the interest that an employee shows to the life on an organisation.
- Sportsmanship as a dimension that shows tolerance that an employee has in dealing with problems and circumstances that are less ideal, without putting grievances and exaggerating the problems.

However in the year 2000, Podsakoff et al. (2000) presented their seven dimensions of organisational citizenship behaviour, as organisational loyalty, sportsmanship,

helping behaviour, organisational compliance, civic duty, self-development and individual initiative. This study however, is going to adopt the five organisational citizenship behaviour dimensions as conceptualised by Organ (1988).

Werner (2011, p.108) does concede that even though there are different models of organisational citizenship behaviour that define different types, but most would include conscientiousness (adherence to the rules and procedures of the organisation), altruism (helping behaviour), courtesy and cooperation with other employees and good sportsmanship when things go wrong or someone takes a decision that is not to your advantage.

2.4.2 Organisational commitment and organisational citizenship behaviour

In organisational citizenship behaviour employees are said to give an extra voluntary effort, and in organisational commitment employees give their energy and time over and above the extra effort in order to accomplish their organisational goals (ÖZDEM, 2012). According to ÖZDEM (2012), organisational commitment becomes another factor that affects the organisational citizenship behaviours of the employees.

Organisational citizenship behaviour is more likely to be performed by those employees who have developed their organisational commitment than those who have not (Aydoğan, 2010 as cited in ÖZDEM, 2012 p.51). The opportunities given by the organisation to its employees enhances their commitment. As time passes this commitment becomes organisational citizenship behaviour which result in positive contribution to the (ÖZDEM, 2012).

The studies by Bogler and Somech (2004); Feather and Rauter (2004); Nguni, Sleegers and Denesen (2006); and Bakkshi, Sharma and Kumar (2011) all reveal the evidence in the literature that shows the positive relationship between these two constructs, particularly in the studies about organisational citizenship behavior and commitment behavior.

On the contrary, there are studies such as in Fenton (2004) that have denied this positive relationship between these two constructs. In fact it has been argued that the

organisational citizenship behaviour has been found to have both negative and positive relationship with some dimensions of organisational commitment (ÖZDEM, 2012).

Williams and Anderson (1991) found that organisational performance is the subject of positive effects of organisational commitment. These effects which include feelings of affiliation, attachment and citizenship behaviour play a pivotal role in enhancing the efficiency and the effectiveness of the organisation (Asiedu, Sarfo, Adjei, 2014).

The above is important because both job performance and the number of times an employee considers staying or leaving the organisation, become the measure of employee commitment (Kimpakorn and Tocquer, 2007). The empirical study in Asiedu et al. (2014, p. 297) displayed the positive relationship between organisational citizenship behaviour and organisational commitment.

H2:   Organisational citizenship behaviour is significantly related to organisational (affective) commitment of the employees in the selected company

2.5 PSYCHOLOGICAL EMPOWERMENT

Previously, empowerment has been studied from the perspective of sociology (Kotze, Menon and Vos, 2007). This sociological approach puts more emphasis on the act of giving power to the employee. But it is important that this act of empowerment leaves the employee with a subjective feeling of being empowered. It is this subjective feeling or experience that is defined as psychological empowerment on an individual employee (Kotze et al., 2007).

The existence of psychological empowerment is manifested when employees perceive that they have control over their work lives (Spreitzer, 1995). Psychological empowerment is not classified as a rigid personality characteristic as it consists of insights that are shaping the work environment (Stander and Rothmann, 2010). Psychological empowerment has evolved and it has been subjected to different schools of thought. The literature has acknowledged authors, such as Conger and

Kanungo (1988), Thomas and Velthouse (1990), and Spreitzer (1995), as researchers who have contributed in the development of this variable.

According to Kotze et al. (2007, p. 01), it was Conger and Kanungo who came up with the psychological approach to empowerment, by looking at the process an organisation can use in developing feelings of self-efficacy, by using its organisational practices and techniques in identifying and removing conditions that encourage powerlessness.

Conger and Kanungo's 1988 concept was extended by Thomas and Velthouse in 1990 who came up with a linkage between power and the intrinsic power of the employees (Kotze et al., 2007). Thomas and Velthouse (1990) identified choice, meaningfulness, competence and impact as four aspects of task needs that can change intrinsic motivation (Stander and Rothmann, 2010).

Spreitzer (1995) then established and certified a psychological empowerment multidimensional measure suited for the work environment. Spreitzer (1995) used the four task cognitions that were previously developed by Thomas and Velthouse (1990). According to Spreitzer (1995), empowerment is defined as internal motivation that is revealed in four cognitions that emulate employee's direction in his/her role in the organisation. Spreitzer (1995) recognised four cognitions as meaning, self-determination, impact, and competence.

2.5.1 Spreitzer's multi-dimensional measures

Spreitzer (1995) discusses his multi-dimensional measures as follows:

2.5.1.1 Meaning

Meaning is classified as that which connects an employee to his/her work. The empowerment element is manifested in people who care about what they do at work, and who also feel that their work is important (Mishra and Spreitzer, 1998). Meaningfulness can be derived from the individual's feeling that his/her job is important, and it makes a difference in the organisation (Stander and Rothmann,

2010). There is always a belief that self-expression and creativity in people will make them find jobs that point to their self-concept.

Meaningful work experience is therefore linked to the alignment between work roles and self-concepts. People that are empowered also obtain their feeling of meaning from their work (Avolio et al., 2004). Engagement is therefore as a result of the restoration of the meaning which encourages the attachment and motivation at work (Rothmann, 2007).

2.5.1.2 Self-determination

This is associated with the feeling of freedom that an employee has about how he/she performs his/her job (Mishra and Spreitzer, 1998). According to Ryan, Huta and Deci (2008), it is goals that are chosen through self-determination that creates the feeling of freedom and autonomy. Employee engagement will be enhanced by self-endorsed goals, whilst those goals that are heteronomous will not (Ryan and Deci, 2001).

2.5.1.3 Impact

Impact explains the assumption that individuals can have an effect on the system they are encapsulated in (Mishra and Spreitzer, 1998). Quinn and Spreitzer (1997) concede that the impact is the feeling of triumph when one has achieved a goal. Individuals would always want to associate themselves with situations that they can handle and avoid those situations which exceed the skills they possess (Mishra and Spreitzer, 1998). Stander and Rothmann (2010) concede however that employee engagement is realised when an employee believes that his actions are impacting the organisation.

2.5.1.4 Competence

Competence is a sign of the individual's acceptance that they possess necessary skills to perform their tasks (Mishra and Spreitzer, 1998). Research has indicated that high internal motivation is as a result of feeling competent with respect to valued goals (Ryan and Deci, 2001).There is also a suggestion that employees who see themselves

as competent in dealing with the demands of their jobs, are usually engaged employees (Llorens et al., 2007).

2.6.2 Menon's approach to empowerment

Menon (2001) had some concerns about different approaches to empowerment and thus gave another dimension to psychological empowerment. He redefined psychological empowerment as a state that is defined by perceived control, perceived competence and goal internalisation. According to Menon (2001), these three elements of empowerment emanate from the state of mind of an empowered individual. This study will use Menon's approach in determining the psychological empowerment of the employees in the selected telecommunications company.

2.6.2.1 Perceived control

Perceived control is all about the beliefs about autonomy. Power has always been predominantly approached as a desire to influence, drive and control others (Menon, 2001). Menon (2001) concedes that the perception of control has obtained recognition and the attention of psychologists when researching control.

It is this locus of control such as learned helplessness, powerlessness, primary and secondary control that seeks to suggest that perceived control is important for feelings of power. This makes perceived control as a psychological state that possesses empowerment experience. Menon (2001) further reiterates that empowering strategies such as delegation, increased participation, provisioning of information and resources leads to perceived control.

It is suggested that employees that are empowered usually take control of the environment they find themselves in (Menon, 2001). Conger and Kanungo (1988), concede that the removal of conditions that create powerlessness is the first step towards people empowerment. Thomas and Velthouse (1990) see the impact and choice as what reflects the importance of perceived control in psychological empowerment.

2.6.2.2 Perceived competence

Perceived competence is a sense of efficacy and feeling of personal capability. According to Menon (2001), self-efficacy has a tendency of boosting and enhancing motivation. Menon (2001) further concedes that when people feel incapable they tend to avoid these situations that make them doubt their skills. Similarly the same author acknowledges that the above forces the people to only involve themselves with activities that are within their grasp.

Therefore perceived competence is very important in psychological enabling. Past research has confirmed in Menon (2001, p.160) the belief in one's capabilities as a cornerstone of empowerment, and also that perceived competence has become a major component in the model of empowerment as envisaged by Thomas and Velthouse (1990).

2.6.2.3 Goal internalisation

Goal internalisation is concerned with an Individual's association with the goal or vision of an organisation. Menon (2001) states that people are psychologically energised by the goals, missions and valued causes. The author continues to mention the importance of internalising the goals of the organisation for the employees. Menon (2001) points out that organisational leadership is critical in ensuring that transformation of beliefs and attitudes of the employees is congruent with the goals and objectives of the organisation.

Menon (2001, p.161) further mentions critical dimensions of empowerment as competence, significance, sense of community and enjoyment. Menon (2001) concludes that the feelings of significance, community and enjoyment reflect the appeal of ideas and goal internalisation. The onus is therefore on organisational leadership to formulate the goals and to empower employees to internalise these goals.

2.6.3 Relationship between psychological empowerment and organisational commitment

According to Hashmi and Naqvi (2012, p. 135), there is a positive correlation between psychological empowerment and all three components of organisational commitment. This is also confirmed by Rawat (2011) where the effect of psychological empowerment on employee commitment was investigated. It found that all three forms of commitment were influenced by psychological empowerment. Patrick and Laschinger (2006) conceded that increased psychological empowerment in the work place, results in increased employee commitment towards the organisation and its goals

According to Rowat (2011), dimensions of psychological empowerment have been shown to contribute towards employee commitment. Choong, Wong and Lau (2011) concede that employees who are psychologically empowered are attached to the organisation and have an obligation to stay with the organisation. This indicates a strong relationship between psychological empowerment and affective commitment.

According to Rowat (2011), empirical results showed that perceived control that gives employees power to make decisions resulted in the rise to their affective and continuance commitments. The self-determination which is associated with autonomy, gives employees power to control their work-related decision processes, and thus leads to their enhanced involvement with the organisation.

Perceived competence generates sense that employees can be able to perform their roles using their acquired skills prompting them to exert themselves on behalf of the organisation (Malik et al., 2013). In their study, Malik et al. (2013) however found that competence was significantly linked to continuance commitment.

On investigating the relationship between empowerment and outcome variables, Menon (2001) proved that goal internalisation was strongly related to the organisational commitment. This means that employees who take ownership of organisational goals tend to have high organisational commitment (Menon, 2001).

H3:   Psychological empowerment (as measured by perceived competence) is significantly related to organisational (affective) commitment of the employees in the selected company

H4:   Psychological empowerment (as measured by perceived control) is significantly related to organisational (affective) commitment of the employees in the selected company

H5:   Psychological empowerment (as measured by goal internalisation) is significantly related to organisational (affective) commitment of the employees in the selected company

2.7 EMPLOYEE REWARDS

Most organisations have a challenge of retaining their human capital. The advancement in technology and a fierce competition in markets make it difficult for organisations to retain skilled staff (Nujjoo and Meyer, 2012). Organisations are concerned with high costs that are associated with staff turnover (Nujjoo and Meyer, 2012). According to Ramlall (2004), it costs up to a year's salary for an exempted employee turnover.

However it is not only the cost that has implications here, but also the loss of skilled staff may affect the bottom line in the organisation (Nujjoo and Meyer, 2012). Organisations will go at length in trying to prevent the staff turnover by using remuneration and other monetary benefits as their means to retaining staff. However, literature confirms that workers cannot remain in the organisation based on only monetary benefits (Nujjoo and Meyer, 2012).

Literature classifies rewards as being monetary and non-monetary in nature. Those rewards that are monetary in nature include bonuses, pay, promotions and recognitions. But those that are non-monetary in nature include non-tangibles such as personal recognition and praise (Weatherly, 2002). There is a positive link between perceptions of rewards and outcomes such as affective commitment, organisational effectiveness, job satisfaction and work motivation. Bratton and Gold (2007) and

Nujjoo and Meyer (2012) acknowledge the influence that the management of rewards has on employees' affective commitment and their improved organisational performance.

Google is one of the companies that have the best employee management and retention strategies. According to CNN Money (2011), Google was placed fourth in Fortune's top ten best companies to work for. It is one of the top companies people would want to work for worldwide. It has low employee turnover, high employee satisfaction which translates to high profits. Nujjoo and Meyer (2012) concede that Google's retention and employee management strategies contain both monetary and non-monetary rewards.

Rupert (2011) proves the above by comparing the salary of a Google employee (£86 800 per annum) with the UK private sector average salary (£21 500). In addition to the monetary rewards, Google offers flexi-time and a work environment that incorporates work life balance. Google has inculcated a culture where their employees are encouraged and allowed to work or spend 10% of their time on projects that are not related to their core functions (The Google Culture, 2011). This has enhanced their intrinsic motivation, job satisfaction as well as the rewards.

2.7.1 Intrinsic and extrinsic rewards

While monetary rewards are critical in employee retention, literature has proposed several reward categories that are outside monetary boundaries (Malhotra, Budhwar and Prowse, 2007; Weatherly, 2002). Porter and Lawler (1968) have categorised rewards into intrinsic and extrinsic. Intrinsic rewards are those rewards that are as a consequence of job satisfaction (obtained from non-tangible things). Extrinsic rewards are obtained from tangible benefits such as salary and promotions.

When the organisation bestows confidence in an employee by entrusting him/her with important duties that require him/her to be highly responsible and autonomous, the type of reward that this employee would enjoy is called task reward which is intrinsic in nature (Nujjoo and Meyer, 2012). On the other hand extrinsic rewards are represented by social and organisational rewards. Social rewards favour those factors

that are not related to a job, such as a relationship with fellow workers and support from superiors. On the flip side, there are organisational rewards that are tangible such as pay, bonuses and fringe benefits (Malhotra et al., 2007).

2.7.2 Intrinsic non-monetary, extrinsic non-monetary and extrinsic monetary awards

From Figure 2.1 below, it can be seen that rewards are further divided into three categories, namely intrinsic non-monetary, extrinsic non-monetary and extrinsic monetary. Those rewards that are classified as intrinsic non-monetary refer to the internal gratitude that an employee gets from his/her efforts in a job. As mentioned earlier, these rewards are related to a task and they are equated to intrinsic job satisfaction (Porter and Lawler, 1968).

Extrinsic non-monetary rewards deal with relationships at work and the support one gets from a supervisor (Malhotra et al., 2007). Social awards mentioned earlier are also part of these rewards. However, extrinsic monetary rewards represented by organisational rewards (mentioned earlier) are tangible in nature; they include pay, promotions, formal recognition, fringe benefits, security and bonuses (Malhotra et al., 2007; Weatherly, 2002).

FIGURE 2.1: TYPES OF EMPLOYEE REWARDS
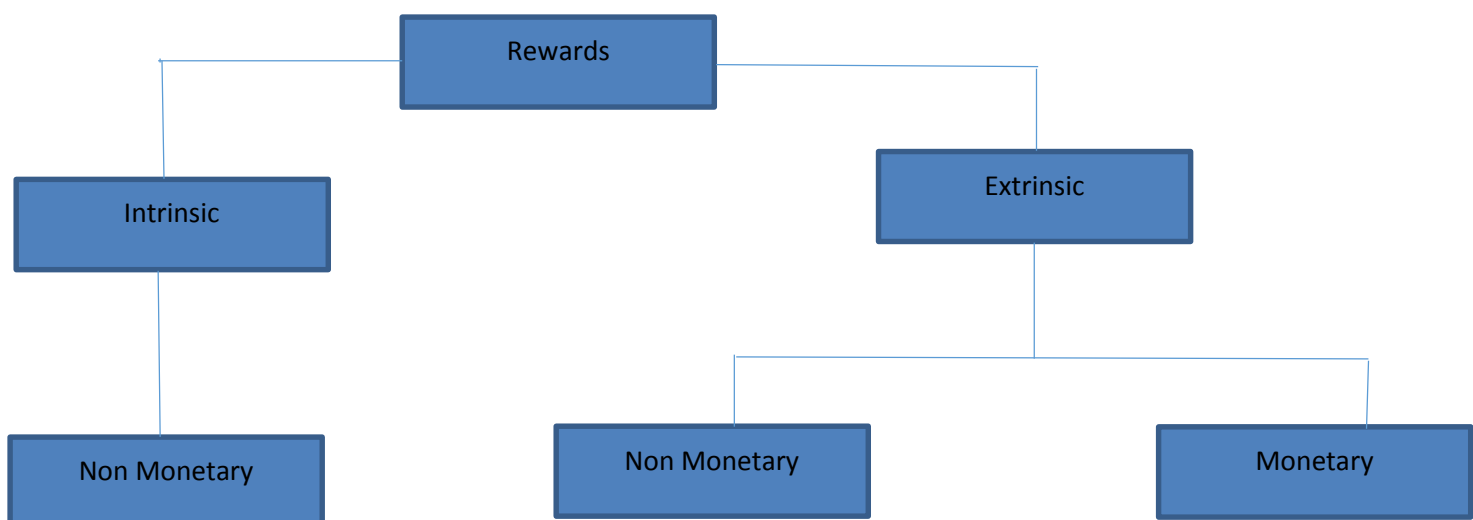
Source: Nujjoo and Meyer (2012. p.3)

2.7.3 Employee rewards and affective commitment

From Meyer and Allen (1997) one can now understand that organisational commitment has three main components, namely affective, normative and continuance commitment. Earlier, the study looked at continuance commitment as staying with an organisation for fear of losing an income (Malhotra et al., 2007; Meyer and Allen, 1991). We looked at normative commitment as the feeling of an obligation that can keep one in an organisation. However the theory tells us that affective commitment deals with emotional attachment that is as a result obtained from rewards (Kuvaas, 2006; Malhotra et al., 2007).

Buitendach and De Witte (2005) have found that job satisfaction, motivation and employee retention are positive occupational and organisational outcomes, and they are related to the affective dimension of commitment. This paper will also define affective commitment as emotional attachment, identification and involvement that the employee has with the organisation as a result of positive perception of monetary and non-monetary benefits (Malhotra et al., 2007).

In some studies (Kuvaas, 2006; Malhotra et al., 2007) a positive correlations was established between rewards and affective commitment. It is in Malhotra et al. (2007) that the explanation of this relationship is found. These authors give an explanation in term of reciprocity that employees come into the organisation with an intention of using their skills and to satisfy their desires.

Malhotra et al. (2007) continue claiming that affective commitment increases in the work force when their monetary and non-monetary expectations are fulfilled. This above claim is also validated by Kuvaas (2006), who also found that pay and bonuses make a good contribution to the affective commitment of the employees. However, Malhotra, et al. (2007) ultimately found that affective commitment is predicted more by intrinsic non-monetary rewards than monetary rewards.

H7:   Employee rewards are significantly related to organisational (affective) commitment of the employees in the selected company

2.8 APPRECIATIVE LEADERSHIP AND APPRECIATIVE ENQUIRY

The appreciative leadership approach emanates from the concept of appreciative enquiry, which investigated the positives in people and in their organisations (Moore, Cangemi and Ingram, 2013, p.49). According to Moore, et al. (2013), appreciative enquiry and appreciative leadership are both capable of cultivating the needs of an employee in terms of growth, adequacy and reaching what Maslow and Rogers called self-actualisation.

Whitney, Trosten-Bloom and Rader (2010), look at appreciative enquiry as enquiry that brings about the positive conversation about the organisational successes, values, aspirations and strengths. It is an approach that adds the positive view (what is right about the organisation) as compared to the negative view (what is wrong with the organisation) that the traditional enquiry represented (Moore et al., 2013). Boyd and Bright (2007) formulated this concept as an opportunity centric approach.

Appreciative enquiry is realised by asking those questions that evoke positive strength of an organisation. According to Bushe (2011), the clergy leadership institute in the US added one dimension of appreciative enquiry to the four that were created by David Cooperrider, Ron Fry and Suresh Arivastva in 1990. Appreciative enquiry now has five dimensions (Figure 3.1) that include:

- Define (affirmative topic)
- Discovering the best of what is
- Dream of what might be
- Design (consent of what should be)
- Destiny (experience of what can be)

Figure 3.1 below depicts the five dimensions of appreciative leadership.

FIGURE 3.1: FIVE DIMENSIONS OF APPRECIATIVE LEADERSHIP
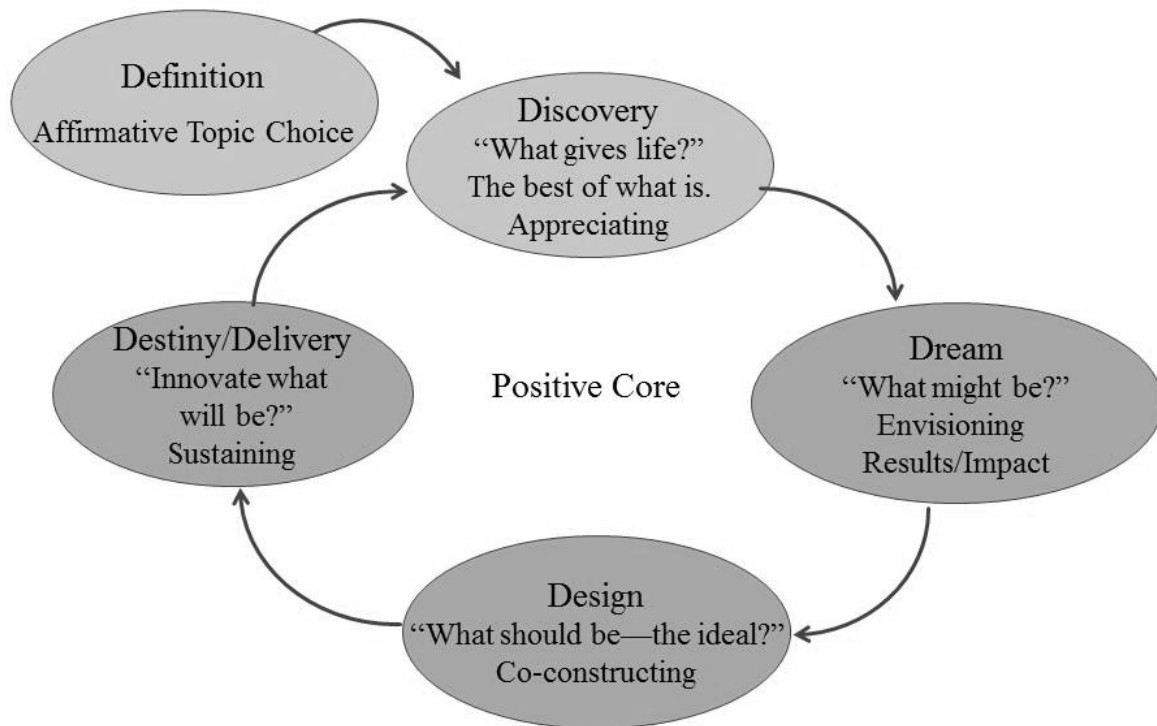
Source: Selcer, Goodman and Decker (2012, p.12)

2.8.1 Dimensions of appreciative leadership

According to Yukl (2005), numerous studies on the theory of leadership can be summarised into five broad theories, namely, trait, behaviour, contingency or situational approach, contemporary integrative approach, and power and influence approach. The behavioural approach is defined as behaviours of the leaders. An important element of good leadership is appreciative behaviour.

Stocker et al. (2014), concede that leadership scholars have in the past reported appreciative leadership in terms of constructive feedback, support, appreciation, praise and recognition, social reinforcement and respect. Appreciative leadership has in itself dimensions of transformational leadership (individualised consideration), transactional leadership (contingent reward) and leader-member exchange leadership (trust and mutual obligation)

There might be differences between these leadership approaches but they all represent bases for positive relationships, socio –emotional leadership behaviour and acceptance of people's individuality together with interactions with their leaders. Studies by Stocker et al. (2010) and Franke and Felfe (2011) acknowledge that appreciative leadership works over affective, motivational and self-related processes by improving motivation, strengthening trust and fostering a positive self-concept.

2.8.2 Appreciative leadership behaviours

Appreciative leadership is marked by a wide range of behaviours. These behaviours include considering employee's needs, assigning interesting new tasks, praise, showing interest in someone's opinion and honouring achievements with an award or in a recognition ceremony (Stocker et al., 2014, p.74). According to Yukl (2013), the praise (which recognises the contributions and achievements of the employees) is not effectively used by many managers, despite of being considered as the most easy and flexible form of recognition.

Even though many organisations have formal policies and programmes with regard to reward ceremonies, those initiatives are often not institutionalised (they are just informal). This normally results in the overlooking of important behaviours such as appreciation and spontaneous praises (Stocker et al., 2014). Appreciative leadership evokes positive emotions. This is evident in Basch and Fisher (2000, as cited in Stocker et al., 2014, p.76), who reported that receiving recognition is related to feelings of happiness, pride, pleasure, affection and enthusiasm.

This is also supported by Bono, Foldes and Muros (2007) who witnessed participants experiencing happiness, greater optimism and enthusiasm when their superiors employed transformational leadership behaviours. This suggests that transformational leaders advance the psychological well-being of their subordinates by arousing emotions that are positive (Kelloway and Barling, 2010).

Interestingly when the factor analysis of emotions (interactions between supervisors and their employees) was conducted, recognition is one of the factors that were obtained (Glasø and Einarsen, 2006). From the above it can be concluded that

employees, who have transformational leaders (supervisors), experience positive emotions which advocates the fact that appreciative leadership is important in the life of an organisation (Bono et al., 2007).

There is also a notion that leaders will always encourage those specific behaviours which are associated with the success of the organisation, because this can result in them (behaviours) being repeated in the organisation (Weiten et al., 2006). Appreciative leadership thus creates a culture of positive performance and continuous improvement (Moore et al., 2013). This spreads a positive surge of energy, confidence, enthusiasm and performance (Whitney et al., 2010).

In their study on appreciative leadership, Stocker et al. (2014, p.77) looked at the impact of appreciation by co-workers and customers (in addition to that of a supervisor). This study will only look at and measure the appreciative behaviour of a supervisor.

The reason for the above is because leaders have authorised power to reward or punish the employees (Yukl, 2013). Another reason is that the supervisors cause employees to be emotionally delicate to indications of approval and rejection (Wong et al., 2013). Glasø and Einarsen (2006) have concluded that the positive relationship (interaction) between employees and their supervisors has yielded positive results for the well-being of the employees.

As mentioned earlier, appreciative leadership displays the contingent dimension of transactional leadership (Stocker et al., 2014). According to Bass (1985, as cited in Lo, Ramayah and Min, 2009, p.134), the transactional leader might inspire his followers to be committed and loyal if he can provide contigent rewards. The same study by Lo, et al. (2009, p.137), provided empirical evidence that the individualised consideration of transformational leadership is correlated to the continuance commitment.

A study in the Swiss military has also shown a positive association between job satisfaction and appreciation by supervisors (Stocker et al., 2010). However, there is no study that has investigated the relationship between appreciative leadership and

organisational commitment. This is vindicated in Stocker et al. (2014, p.89), where the authors propose further research in the relationship between appreciative leadership and organisational commitment. This paper will seek to bridge that gap in the literature by using empirical evidence in determining the nature of the relationship between these two constructs.

H1:   Appreciative leadership is significantly related to organisational (affective) commitment of the employees in the selected company

2.9 CHAPTER SUMMARY

The literature has supported and vindicated the significant value of organisational commitment. This chapter has revealed linkages between all the chosen independent variables and organisational commitment. This has shown that organisational commitment serves as an overarching measure for many aspects of organisational performance and effectiveness. Different components of organisational commitment; namely, affective, continuance and normative commitment, present an opportunity for any study on organisational commitment, to conduct a more specialised enquiry or investigation. This would help any study to reach conclusive findings.

The next chapter focuses on the research methodology that was used to investigate the hypotheses that were formulated in Chapter 1.

CHAPTER 3

METHODOLOGY OF THE STUDY

3.1 INTRODUCTION

The previous chapter saw the literature on constructs relating to organisational commitment being reviewed. In chapter three, the research methodology used to investigate the formulated hypothesis is deliberated. The methodology is primarily the steps undertaken to reach a point of valid and reliable answers to the questions that have been asked.

Different set of tools are used by many professionals to conduct their activities and also to advance their desired outcomes (Leeds and Ormrod, 2005). The chapter discusses the research paradigm, population, sample design and measuring instruments. The chapter also reports on empirical results related to the measuring instruments with the emphasis on reliability and validity of measuring instruments used.

3.2 THE RESEARCH PARADIGM

Collis and Hussey (2014) see the research paradigm as an epistemological framework that dictates how scientific research should be conducted. These authors base the research paradigm on the assumptions and philosophies of the people concerning the world and the essence of knowledge. In the literature the two main research paradigms are the positivistic (quantitative) and interpretivistic (qualitative) paradigm (Collis and Hussey, 2003, p.47)

There is a further argument by Collis and Hussey (2003, p. 1) that research should be intensive, accurate and conducted methodically to address a specific problem. It is therefore crucial for a researcher to give due diligence to which methodology to use when conducting research.

3.2.1 Quantitative research

Positivism as a paradigm originated from the natural sciences. Positivism is grounded and based on the conviction that reality is objective and is not concerned about the move to probe it. Its aim is to detect theories that are underpinned on experiment and observation (empirical research) (Collis and Hussey, 2014). In this paradigm, one can draw knowledge from the positive information, as it can be scientifically authenticated. Positivism uses theories to describe and predict social phenomena. Under this paradigm, theories present the basis for explanation, allow the apprehension of the phenomena, anticipate their occurrence and eventually permit them to be controlled (Collis and Hussey, 2014).

Positivism as a paradigm is associated with methodologies such as experimental studies, surveys, cross-sectional studies and longitudinal studies (Collis and Hussey, 2014). Experimental study is a methodology that is utilised to find the association between an independent variable and its effect on the dependent variable. The survey methodology, on the other hand, is utilised when collecting primary and secondary data from the sample of the population chosen. This is aimed at statistically analysing data to generalise the findings to a population (Collis and Hussey, 2014).

3.2.2 Qualitative research

Some perceived incompetence in positivism resulted in the development of interpretivism to accommodate the demands of social scientists. This paradigm is grounded and based on the conviction that social reality is subjective as it is modelled around perceptions (Collis and Hussey, 2014). Unlike positivism, which measures social phenomena, interpretivism puts emphasis on scrutinising the intricacy of social phenomena with the aim of achieving interpretive understanding (Collis and Hussey, 2014).

TABLE 3.1: DIFFERENCES BETWEEN QUALITATIVE AND QUANTITATIVE RESEARCH

CRITERIA	QUALITATIVE RESEARCH	QUANTITATIVE RESEARCH
Purpose	To comprehend and interpret social cooperation.	To examine hypotheses, Inspect the cause and effect, and derive conclusion.
Group studied	Specific and smaller.	Causal selected and large.
Constructs	Study the whole thing, no specific constructs.	Study specific construct.
Data type	Figures, words, and items (objects).	Data and numbers.
Data form	Open- ended questions, personal interviews, respondents' observations, reflexions and field notes.	Accurate measurements utilising validated, reliable and structured instruments for collecting data.
Type of data analysis	Look at attributes, themes and patterns.	Looks at statistical relationships.
Subjectivity and objectivity	Can be subjective	Objectivity must be maintained.
Researcher's role	The respondents may know the researcher and their biases in the study and the characteristics of the respondents may be known to the researcher.	The respondents may not know the researcher and their biases. The characteristics of the respondents are hidden from the researcher.
Results	Specific or particular findings enjoying less generalisation.	Generalised findings that can be used to other populations.
Scientific method	Hypothesis obtained from data collected (exploratory).	Hypothesis and theory are examined with the data (confirmatory).
Human behaviour view	Conditional, dynamic, social and intimate.	Routine and anticipated.
Commonly used research aims	Search, unearth and create.	Portray, define and anticipate
Focus lenses	Broad focus by testing the phenomena extensively.	Specific focus by examining specific hypothesis.
Nature of observation	Studies the behaviour in natural surroundings.	Studies the behaviour under guarded circumstances; separate chain of circumstances.
Nature of reality	Numerous actualities, subjective.	Single actuality, objective

TABLE 3.1: DIFFERENCES BETWEEN QUALITATIVE AND QUANTITATIVE RESEARCH (CONTINUED)

CRITERIA	QUALITATIVE RESEARCH	QUANTITATIVE RESEARCH
Final report	Report that is narrative with circumstantial definition and direct quotations from research respondents.	Report that is statistical with comparison of means, correlations and statistical importance of findings.

Source: Johnson and Christensen (2008); Litchtman (2006).

Interpretivism deals primarily with methods that pursue the description, translation and coming to terms with meaning as opposed to quantitative methods used by positivists (Collis and Hussey, 2014). Therefore it can be concluded that in Interpretivism, findings are not determined from the statistical analysis of data that is quantitative. Alternatively in this paradigm, findings are determined from analysis of qualitative methods that are underpinned by the interpretation of qualitative research data (Collis and Hussey, 2014).

3.2.3 Paradigm in which the present study is located

This study used both experimental and survey methodologies as it aimed to investigate a relationship between independent variables such as job satisfaction, organisational citizenship behaviour, psychological empowerment, pay and promotion as rewards and appreciative leadership and to find their effect on the dependent variable (organisational commitment). The study also used survey methodology to collect primary data from the participants. It is in this context that this study will use the quantitative approach (positivism) as a research paradigm. Table 3.1 compares the quantitative and qualitative approaches:

3.3 THE SAMPLE

A sample is an equitable subgroup that represents the whole population. Collis and Hussey (2014), refer to a population as a consideration of a body of people or collection of items for statistical purposes.

According to Collis and Hussey (2014), for positivist studies a sample is an unbiased subset of the population. The population is described as the constitution of people or objects that is under examination for the purpose of statistics. It is therefore important that the sample is unbiased in such a way that it embodies the phenomena under study. There are a number of sampling methods used in research; namely, systematic sampling, stratified sampling, quota sampling, cluster sampling, multistage sampling and random sampling (Collis and Hussey, 2014, pp.197-201).

Random sampling occurs when each and every member within the population has an equal opportunity of being chosen. It is unbiased and therefore can be perceived and easily taken as representing the whole population. The kind of sampling can be selected from a sampling frame.

For this study a random sample was used to select 120 participants from a population of 200 employees in core network fields operations (CNFO). The sampling frame used was employee email addresses from the CNFO data base.

3.3.1 The selected organisation

For this study one of the leading South African telecommunications companies was selected. This company has three newly formed business units namely retail, infrastructure and wholesale. Under wholesale business unit are the network fields operations (NFO), under which core network fields operations (CNFO) resides.

CNFO prides itself for possessing highly skilled technicians and managers whose core responsibility is to create a high performance culture that is customer centred, caring and delivering quality service. Its main objective is to ensure that there is installation, maintenance and improvement to the core, complex, high speed network provided by the selected telecommunications company.

3.3.2 Geographic demarcation of the study

Core network fields operations are distributed nationally in all regions. The eastern region comprises Durban and its surrounding area, the southern region comprises Port

Elizabeth and surrounding areas, the western region covers areas around Cape Town, the north eastern region covers areas in Pretoria up to areas in Polokwane, the central region comprises Bloemfontein and surrounding areas and Gauteng central covers the bigger Johannesburg areas up to Krugersdorp.

This study focuses on Gauteng Central Region which covers areas in Central Johannesburg, East Rand (Alberton, Germiston, Kempton Park, Benoni and Springs), Midrand, Sandton, Randburg, Roodepoort and Krugersdorp. These areas are important in the operations of the selected telecommunication company as they generate more income than other areas in other regions. This is the one of the reasons why the study was conducted in this region.

3.3.3 Demographic composition of the target sample

3.3.3.1 Demographic composition of the sample: questionnaire response rate

The survey was conducted using a questionnaire, which was sent to one hundred and twenty three (120) respondents for completions. It targeted mostly the Technical Officers (Technicians), Operational Managers (Supervisors), Operational Specialists and Managers working in Core Network Fields Operations. Figure 3.2 below shows that only sixty-two (62) usable questionnaires were returned, which translated to a response rate of about 52% (51.7), as compared to the about 48% (48.3) that was not returned.

FIGURE 3.2: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: QUESTIONNAIRE RESPONSE RATE
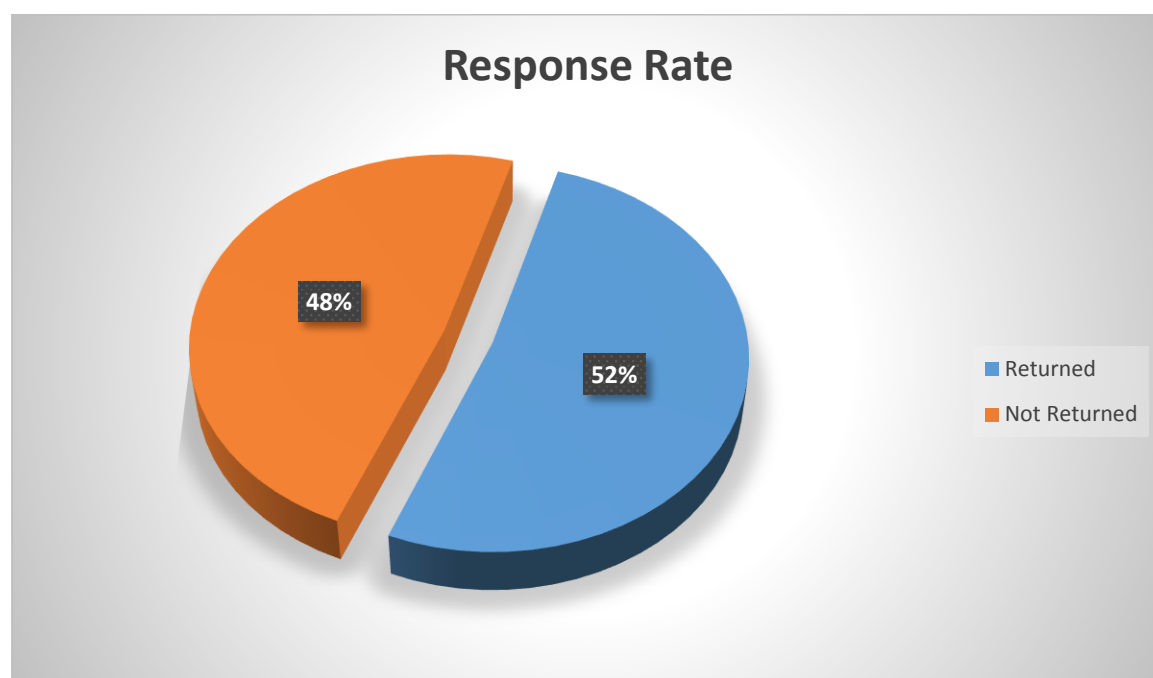
Source: Author's own construction based on statistical analysis

3.3.3.2 Demographic composition of the sample: gender

Table 3.2 and Figure 3.3 below depicts that the study attracted about 73% (72.6) of male respondents as compared to about 27% (27.4) of the female respondents. This is a fair composition of gender as female representation in technical working environments is generally still low in most South African companies. This still shows that there is still much to be done in trying to attract female technicians within this selected telecommunications company.

TABLE 3.2: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: GENDER

GENDER	NUMBER OF RESPONDENTS	NUMBER OF RESPONDENTS (%)
Male	45	72.6
Female	17	27.4
TOTAL	62	100

Source: Author's own construction based on statistical analysis

FIGURE 3.3: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: RESPONSE RATE BY GENDER
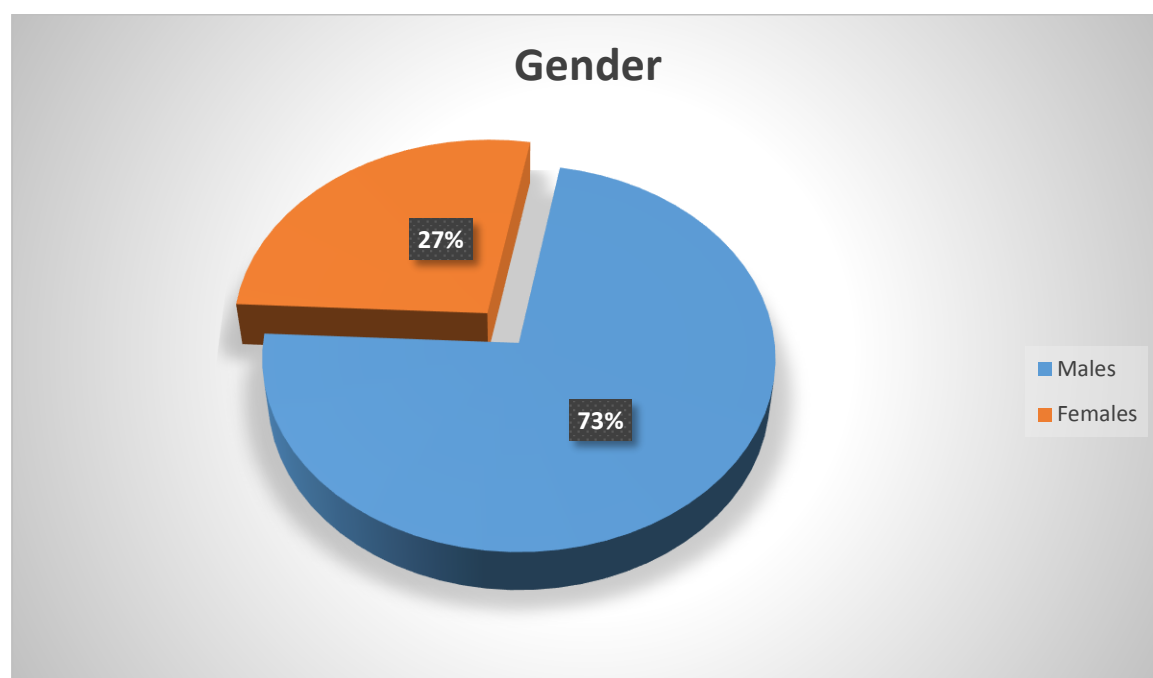
Source: Author's own construction based on statistical analysis

3.3.3.3 Demographic composition of the sample: age groups

Table 3.3 below show that the majority of the respondents were aged between 40-49 years [twenty-five (25) respondents] followed by those aged between 30-39 years [twenty-three (23) respondents]. The respondents aged between 50-59 years numbered eleven (11) respondents and those between 60 years and above numbered only two (2) respondents. The study received the least number of respondents from the respondents aged between 20-29 years with only one (1) respondent in this age group.

Table 3.3 and Figure 3.4 below show the number of respondents (Age Groups) in percentages. From the most to the least, this translates into about 40% (40.3), 37% (37.2), 18% (17.7), 3% (3.2) and 2% (1.6) respectively. This age profile indicates the maturity of the respondents and also constitutes the diversity of the maturity levels within this section in the organisation.

TABLE 3.3: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: AGE GROUPS

AGE GROUP	NUMBER OF RESPONDENTS	NUMBER OF RESPONDENTS (%)
20-29	1	1.6
30-39	23	37.2
40-49	25	40.3
50-59	11	17.7
60+	2	3.2
TOTAL	62	100

Source: Author's own construction based on statistical analysis

FIGURE 3.4: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: RESPONSE RATE BY AGE GROUPS
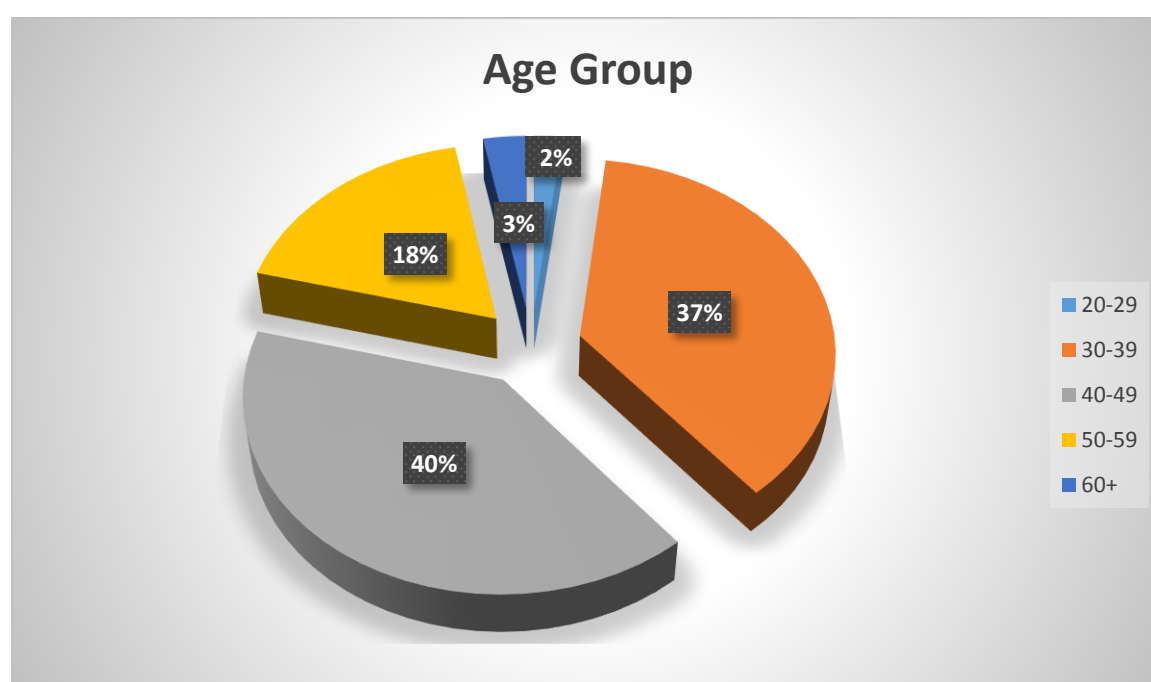
Source: Author's own construction based on statistical analysis

3.3.3.4: Demographic composition of the sample: education and NQF levels

Table 3.4 below illustrates that the majority of the respondents [thirty-six (36) respondents] have obtained a Diploma as their qualifications (NQF5). This is followed eleven (11) respondents who have a Degree qualification (NQF6). There are also

eleven (11) respondents who possessed a Matric qualification (NQF4). There are only four (4) respondents who possessed qualifications under Matric (NQF3 and below).

The response rate in terms of percentages was Matric (17.7%), Diploma (58.1%), Degree (17.7%), and Under Matric (6.5%). The level of education found in these respondents further validates the level of quality in information they presented.

TABLE 3.4: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: EDUCATION AND NQF LEVELS

QUALIFICATION	NQF LEVEL	NUMBER OF RESPONDENTS	NUMBER OF RESPONDENTS (%)
Under Matric	3	4	6.5
Matric	4	11	17.7
Diploma	5	36	58.1
Degree	6	11	17.7
TOTAL		62	100

Source: Author's own construction based on statistical analysis

3.3.3.5 Demographic composition of the sample: job title

Table 3.5 shows that the majority of the respondents [forty-six (46) respondents] were the Technical Officers (Technicians) who are core operational personnel within the selected telecommunications company in terms of installation and maintenance of its core network. A total of eleven (11) respondents were Operational Specialists who are responsible for high level support of the network of the selected telecommunications company. The study managed to attract only three (3) respondents who are operational managers (Supervisors) and only two (2) respondents who are middle managers.

The above demographics display exactly what the study mostly intended. The majority of the people working in this section within the selected company are technicians and operational specialists. It was however, advantageous to get the opinions from management levels as it provided the complete picture within the whole section.

TABLE 3.5: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: JOB TITLE

JOB TITLE	NUMBER OF RESPONDENTS	NUMBER OF RESPONDENTS (%)
Technical Officers	46	74.3
Operational Specialists	11	17.7
Operational Managers	3	4.8
Middle Managers	2	3.2
TOTAL	62	100

Source: Author's own construction based on statistical analysis

3.3.3.6 Demographic composition of the sample: job tenure and job experience

The composition of the sample in terms of job tenure and job experience is as follows:

- Job tenure

Table 3.6 below shows that the majority of the respondents [twenty-three (23) respondents], constituting a percentage of 37.1%, have more than twenty (20) years in the company. Between fifteen (15) to nineteen (19) years in the company, there are twenty (20) respondents (32.3%), The category of respondents who are between ten (10) to fourteen (14) years in the company have only five (5) respondents (8.1%). Those that have between five (5) to nine (9) years are twelve (12) respondents (19.3%). The category with participants with less than five (5) years in the company has only two (2) respondents (3.2%).

- Job experience

Table 3.7 shows that most respondents [twenty-three (23) respondents] have between five (5) to nine (9) years of experience in their jobs (37.1%). This is followed by those respondents [eighteen (18) respondents] who have between fifteen (15) and nineteen (19) years of experience in their jobs (29.0%). It is also interesting to find out that a substantial number of respondents thirteen (13) respondents have more than twenty (20) years of experience in their jobs. They constitute 21% of the total respondents. A

group of six (6) respondents (9.8%) have between ten (10) to fourteen (14) years on job experience , and only two (2) respondents had the least experience of less than five (5) years (3.2%).

TABLE 3.6: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: JOB TENURE

JOB TENURE (YEARS)	NUMBER OF RESPONDENTS	NUMBER OF RESPONDENTS (%)
Less than 5	2	3.2
5-9	12	19.3
10-14	5	8.1
15-19	20	32.3
20+	23	37.1
TOTAL	62	100

Source: Author's own construction based on statistical analysis

TABLE 3.7: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: JOB EXPERIENCE

JOB EXPERIENCE (YEARS)	NUMBER OF RESPONDENTS	NUMBER OF RESPONDENTS (%)
Less than 5	2	3.2
5-9	23	37.1
10-14	6	9.8
15-19	18	29.0
20+	13	20.9
TOTAL	62	100

Source: Author's own construction based on statistical analysis

These above results indicate that the sampled respondents were vastly experienced in their jobs and had a long service with the selected company. This reiterates the fact that it will be to the detriment of the selected company to lose such pool of talent and experience that it has at its disposal.

3.4 THE MEASURING INSTRUMENTS AND DATA ANALYSIS

This study used the questionnaire as means to collect data from the chosen sample. According to Collis and Hussey (2014), a questionnaire can be defined as a set of questions that are structured with the intention of evoking dependable responses from a body of people. The intention is to ascertain or determine their thinking, feeling and what they do. This will help the researcher in addressing his or her research questions.

The questionnaire for this study was constructed after the literature was carefully reviewed in Chapter 2. Measuring instruments were constructed to measure dependent and independent variables in the hypothesis model. According to Collis and Hussey (2014), there are things to consider when designing the questions that will form part of your questionnaire. One needs to choose whether to ask closed or open ended questions. It is also important to choose the rating or the ranking scale to use, to which the questions will be anchored (Collis and Hussey, 2014).

For the purpose of this study, closed questions were used, and the intensity rating scale, known as the Likert scale, was chosen. The Likert scale was chosen as it has an advantage of providing the number of statements in a list, uses less space and it is user friendly for the participants (Collis and Hussey, 2014). Finally the designed questionnaire was divided into two sections, namely Section A and Section B.

Section A consisted of sixty-eight (68) research questions (items). Twelve (12) of those items measured affective commitment, and they were selected from the original twenty-four (24) item instrument by Allen and Meyer (1990). The questionnaire also had twenty (20) items measuring job satisfaction selected from the 36 item instrument by Spector (1994). Twelve (12) items measured organisational citizenship behaviour and they were selected from the original twenty-four (24) item instrument by Podsakoff et al. (1990).

Nine (9) items were taken from the supervisor subscale of appreciation at work assessed by Jacobshagen et al. (2008). This subscale consisted of five categories namely praise and gratitude, trust and responsibility, support and respect, motivated cooperation and tangible rewards and promotions. Fifteen (15) items were taken from

Menon's fifteen (15) item instrument (Menon, 2001). This instrument consisted of three categories namely perceived control, goal internalisation and perceived competence. Lastly, four (4) items measuring pay or promotion as rewards were taken from Eisenberger, Fasolo and Davis-LaMastro (1990).

Section B consisted of categorising data which characterised the biographical information of the respondents. The covering letter explaining the purpose of the study was include in each questionnaire This covering letter was provided to prove the authenticity of the study to the participants.

The final questionnaire was distributed directly to the respondents via email. The participants were urged to put completed questionnaires in envelopes that were provided. The envelopes were then collected personally by the researcher. All the items in the questionnaire were anchored in a 5-point Likert scale ranging from one (1) strongly disagree to five (5) strongly agree. The study used STATISTICA Version 12 (2014) computer software programme to conduct the statistical analyses.

3.5 RESEARCH ETHICS

Ethics plays a pivotal role in the conducting of research. They are means to guide and monitor scientific researchers in ensuring high ethical standards. According to Dodd (2003), research with human subjects is complex as it involves:

(a) Respect for people (Informed consent)
- People need to fully understand what is required in the research by accommodating their different intelligence levels.
- People need to be informed of the procedures, methods and risks involved in the research.
- People should not be coerced into participating. Participation should be voluntary.

(b) Respect for people (Privacy and confidentiality)

- People have a right to be protected from information that can violate their privacy. Researchers should ensure that privacy and confidentiality of the participants should be maintained at all times.

(c) Risk benefit and beneficence
- Although the research may benefit future developments, participants should not be harmed. When pressure is unbearable for participants, researchers should cease to continue with the research.

(d) Justice
- Care is taken to prevent the overburden or exploitation of populations such as minority groups, women, mentally impaired individuals, children, financially disadvantaged individuals, disadvantaged people living in third world countries, prisoners, the deceased and employees

In this study written permission was obtained from management of the selected telecommunications company (Executive level) to conduct the study. All measures to protect the participants were taken and adequate information about the study (purpose and privacy issues) was outlined in the cover page of the questionnaires (see Annexure 2). Ethical clearance was also obtained from Nelson Mandela Municipality University after the submission of the questionnaire (see Annexure 1).

3.6 RELIABILITY OF THE MEASURING INSTRUMENTS

Reliability is one facet in determining the credibility of the results in a study. Collis and Hussey (2014) refer to reliability as the precision and accuracy of the measurements even when they are subjected to another study. They further argue that reliability ensures that the evidence and the conclusions in the study can withstand any challenge and scrutiny. These authors continue to explain that as replication is crucial in positivist studies, reliability also tends to be high and also important as compared to interpretivistic studies.

This study will use Cronbach's alpha as a measure of construct reliability. Alpha was first established and advanced in 1951 by Lee Cronbach. The intention was to provide the internal consistency measure for a test (Tavakol and Dennick, 2011). Lee Cronbach then set alpha as a number of between 0 and 1 (Tavakol and Dennick, 2011).

Internal consistency defines the degree at which all components in a test measure the same construct. Tavakol and Dennick (2011) support the idea of using Cronbach's alpha as a commonly used measure of determining the reliability of an instrument. They insist therefore that an internal consistency test should be done before a test is conducted to ensure validity.

TABLE 3.8: LEVELS OF RELIABILITY (CRONBACH ALPHAS)

CRONBACH'S ALPHA COEFFICIENT	LEVEL OF RELIABILITY
0.50	Poor reliability
0.60	Fair reliability
0.70	Good reliability
0.80	Very good reliability

Source: Author's own construction based on Zikmund et al. (2009)

Tavakol and Dennick (2011) further warn that it is not recommended to report the Cronbach's alpha for the entire test measuring different constructs. Many questions from the the whole test can have an effect (Increase) on Cronbach's alpha. Therefore it is recommended that Cronbach's alpha should be calculate for each and every construct that will be measured in a study. A Cronbach alpha of 0.50 is considered acceptable for the basic exploratory research as confirmed in 1978 by Nunnally (Tavakol and Dennick, 2011). They advise that any scale that gives a reliability coefficient of 0.70 and above is taken as a reliable instrument. Table 3.8 below shows the levels of reliability as provided in Zikmund et al. (2009).

In the present study there was no pilot study conducted as all instruments used had been used before in other studies, and they showed good reliability coefficients. This is shown below:

- Organisational commitment

The instrument measuring organisational commitment yielded internal consistency reliability of 0.82 (Cronbach's alpha) for affective commitment in Allen and Meyer's (1990) study. Lumley et al. (2011, p.108), also mention other South African studies that have authenticated the reliability and the validity of this instrument.

- Psychological empowerment

The scales in three categories (perceived control, goal internalisation and perceived competence) recorded alpha reliability coefficients of 0.83, 0.88 and 0.80 respectively in Menon (2001). The validity of this scale was also proved in the study by Kotze, et al. (2007).

- Organisational citizenship behaviour

The internal consistency was confirmed in Mahembe and Engelbrecht (2014, p.6) where subscales reported reliability alpha co-efficients of between 0.70 and 0.85. Hui, Law and Chen (1999) also confirm that the OCB scale carries sound psychometric characteristics.

- Job satisfaction

In Spector (1997), the study reported sound internal consistency reliability coefficients for job satisfaction scale. The Cronbach alpha in the Spector (1997) study ranged between 0.60 and 0.91.

- Appreciative leadership

Stocker et al. (2014) insist that the internal consistency displayed by this instrument has yielded good results (alpha =0.89) as also seen in other studies.

- Rewards

Wayne, Shore and Liden (1997) reported 0.93 for Cronbach's alpha on a nine –item reward scale.

The reliability of the instruments used in this study was vindicated by the report on the Cronbach alpha in Table 3.9 below. They all proved to be good instruments for all constructs that were measured except for an instrument that measured perceived control which reported a Cronbach alpha = 0.55 which is still good for exploratory basic research.

TABLE 3.9: CRONBACH ALPHA VALUES FROM MEASURING INSTRUMENTS

MEASURING INSTRUMENT	ALPHA VALUE
Affective commitment	0.83
Appreciative leadership	0.77
Organisational citizenship behaviour	0.82
Job satisfaction	0.87
Rewards	0.88
Psychological commitment	
▪ Perceived competence	0.85
▪ Goal internalisation	0.79
▪ Perceived control	0.55

Source: Author's own construction based on statistical analysis

3.7 VALIDITY OF THE MEASURING INSTRUMENTS

According to Collis and Hussey (2014, p.53), validity is taken as the degree to which a test measures what it should measure. It is another facet of determining the credibility of the results in the study. To display credibility, the results produced by the tests should emulate the phenomena under study. Validity can be undermined by errors in the research (Collis and Hussey, 2014). These errors such as faulty procedures, inaccurate or misleading measurements and poor samples can result in failed tests which measured what was not intended by the researcher.

Collis and Hussey (2014) also argue that, although there are a number of ways to determine the validity of the research, two of them are commonly used. These types are:

- Face validity – This guarantees that the tests used by the researcher are measuring exactly what is supposed to be measured and nothing else.

- Construct validity – This is used in hypothetical constructs where a phenomenon cannot be directly observed

- Content validity of the instruments was acquired by asking experts in Organisational Behaviour to assess and comment on the content of the questionnaire. They reported that the instruments exhibit sufficient content validity.

3.8 LIMITATIONS WITH REGARD TO DATA ANALYSIS

The following limitations were experienced in the present study:

- As mentioned earlier, the study was conducted in Gauteng Central region only, which is one of the six regions where the selected telecommunications firm has operations. Other regions include Eastern, Western, Southern, North Eastern and Central regions. The results of the study may be biased towards the opinions of those employees in the Gauteng Central region.

- The study was conducted at a crucial time when the selected company was embarking on its cost cutting programmes, which included voluntary retrenchments. Employees were very stressed at this time, and this might have affected the way they answered the questions in the questionnaire, which also might have affected the results.

- The questionnaires were distributed to the respondents at a time when most employees were taking their compulsory leave days within the selected

telecommunications company. Their compulsory leave cycle ends on 31 July of every year. The questionnaires were distributed on 26 June 2015 to the respondents and although the response rate was satisfactory at 52%, the timing of the distribution may have prevented respondents (who were on leave) to participate in the survey.

- As mentioned earlier, there was no pilot study to test the instruments that were used. The researcher relied on the reliability and the validity of the instruments from previous studies. In the study there was an instrument that produced a Cronbach alpha of 0.55 which is poor according to Zikmund et al. (2009). However, this instrument was used in the study based on its acceptance in exploratory research by Nunnaly (1978, as cited in Tavakol and Dennick, 2011).

3.9 CHAPTER SUMMARY

This chapter covered the theoretical understanding behind the research methodology in general terms, and also in particular to this study. It discussed particularly the research paradigm chosen, the sampling design used and the measuring instruments that were utilised to test the reliability and the validity of the data collected. The limitations to the study were also highlighted.

Empirical results based on statistical analysis are reported in the next chapter.

CHAPTER 4

EMPIRICAL RESULTS

4.1 INTRODUCTION

This chapter reports on the empirical results of the study. The study used two sets of data analysis in multiple regression and descriptive statistics. Opinions of the respondents from the questionnaire are reflected in descriptive statistics where their organisational commitment towards the selected company is tested. The multiple regression analysis results report on the relationship between the dependent variable and independent variables.

To analyse data STATISTICA Version 12 (2014) (computer program) was used. Means and standard deviations were calculated as part of the analysed data, hence the descriptive statistics were reported in terms of these tools. For ease of interpretation, condensation of scales was implemented. Strongly agree and agree were grouped into one category (AGREE), whilst strongly disagree and disagree were grouped into another category (DISAGREES).

4.2 EMPIRICAL RESULTS: MULTIPLE REGRESSION ANALYSIS

Some of the statistical tests used in this study include:

- Multiple regression analysis
- Descriptive statistics

Multiple regression analysis is a statistical technique that is used in predicting the relationship between variables. The emphasis is on the link between the dependent variable and one or more independent variables. It helps the researchers when they want to understand how the value of the dependent variable varies when one of the independent variables is changing. When given the independent constructs,

regression analysis has the capacity to predict the conditional expectation of the dependent construct.

As this study was testing a relationship between one dependent variable and five other independent variables, The STATISTICA Version 12 (2014) multiple regression analysis was used as a statistical technique to investigate such a link. It was conducted to investigate the relationship between organisational commitment (dependent variable) and independent variables (psychological commitment (as measured by perceived control, perceived competence and goal internalisation), appreciative leadership, job satisfaction, organisational citizenship behaviour and rewards).

TABLE 4.1: MULTIPLE REGRESSION ANALYSIS

Statistic	Dependent variable: Organisational Commitment					
	Value					
Multiple R	0.80611504					
Multiple R	0.64982145					
Adjusted R	0.60442794					
F(7,54)	14.315					
P	0.000					
Std. Err. of Estimate						
N=62	b*	Std. Err. of b*	B	Std. Err. of b	t (54)	p-value
Intercept			-0.669490	0.596826	-1.12175	0.266932
ALEA	0.081393	0.102946	0.084482	0.106853	0.79064	0.432615
OCIT	0.179359	0.134583	0.288588	0.216542	1.33271	0.188224
COMP	-0.146800	0.115205	-0.205644	0.161384	-1.27425	0.208031
GOAL	**0.284814**	**0.113135**	**0.313852**	**0.124670**	**2.51747**	**0.014820**
JSAT	**0.449000**	**0.145885**	**0.586920**	**0.190697**	**3.07777**	**0.003273**
PART	0.062311	0.103949	0.083491	0.139281	0.59944	0.551386
REWD	0.004267	0.112880	0.003272	0.086562	0.03780	0.969984

Note: P-values in bold indicate a significant relationship

Table 4.1 above shows the summarised results of multiple regression analysis. The empirical results also show that the seven independent variables, (Appreciative Leadership (ALEA), Organisational Citizenship Behaviour (OCIT), Perceived Competency (COMP), Goal Internalisation (GOAL), Job Satisfaction (JSAT), Perceived Control (PART), Rewards (REWD) explain about 65% ($r^2 = 0.649$) of the

variance in AFCO. This means that these seven variables are very important determinants of affective commitment (AFCO).

4.2.1 The relationship between appreciative leadership and organisational (affective) commitment

The null and alternative hypotheses that were formulated were:

H01: Appreciative leadership is not significantly related to the organisational (affective) commitment of the employees in the selected company

H1: Appreciative leadership is significantly related to the organisational (affective) commitment of the employees in the selected company

The empirical results indicate that appreciative leadership is not significantly related to organisational (affective) commitment. The alternative hypothesis (H1) is therefore not supported, while the null hypothesis H01 is supported. This means that even if supervisors and managers can exhibit high or low levels of appreciative leadership, this does not necessarily enhance or affect the organisational (affective) commitment of the employees of the selected company.

4.2.2 The relationship between organisational citizenship behaviour and organisational (affective) commitment

The null and alternative hypotheses that were formulated for this relationship were:

H02: Organisational citizenship behaviour is not significantly related to the organisational (affective) commitment of the employees in the selected company

H2: Organisational citizenship behaviour is significantly related to the organisational (affective) commitment of the employees in the selected company

The empirical results indicate that organisational citizenship behaviour is not significantly related to organisational (affective) commitment. The alternative hypothesis (H2) is therefore not supported, while the null hypothesis H02 is supported.

This means that employees who exhibit high or low levels of organisational citizenship behaviour do not necessarily have high or low levels of organisational (affective) commitment towards the selected company.

4.2.3 The relationship between psychological empowerment (as measured by perceived competence) and organisational (affective) commitment

The null and alternative hypotheses that were formulated for this relationship were:

H03: Psychological empowerment (as measured by perceived competence) is not significantly related to the organisational (affective) commitment of the employees in the selected company

H3: Psychological empowerment (as measured by perceived competence) is significantly related to the organisational (affective) commitment of the employees in the selected company

The empirical results indicate that psychological empowerment (as measured by perceived competence) is not significantly related to organisational (affective) commitment. The alternative hypothesis (H3) is therefore not supported, while the null hypothesis H03 is supported. This means that employees who exhibit high or low levels of psychological empowerment in terms of their perceived competence, do not necessarily have high or low levels of organisational (affective) commitment towards the selected company.

4.2.4 The relationship between psychological empowerment (as measured by perceived control) and organisational (affective) commitment

The null and alternative hypotheses that were formulated for this relationship were:

H04: Psychological empowerment (as measured by perceived control) is not significantly related to the organisational (affective) commitment of the employees in the selected company

H4:   Psychological empowerment (as measured by perceived control) is significantly related to the organisational (affective) commitment of the employees in the selected company

The empirical results indicate that psychological empowerment (as measured by perceived control) is not significantly related to organisational (affective) commitment. The alternative hypothesis H4 is therefore not supported, while the null hypothesis H04 is supported. This means that employees, who exhibit high or low levels of psychological empowerment in terms of their perceived control, do not necessarily have high or low levels of organisational (affective) commitment towards the selected company.

4.2.5 The relationship between psychological empowerment (as measured by goal internalisation) and organisational (affective) commitment

The null and alternative hypotheses that were formulated for this relationship were:

H05:   Psychological empowerment (as measured by goal internalisation) is not significantly related to the organisational (affective) commitment of the employees in the selected company

H5:   Psychological empowerment (as measured by goal internalisation) is significantly related to the organisational (affective) commitment of the employees in the selected company

The empirical results indicate that psychological empowerment (as measured by goal internalisation) is significantly related to organisational (affective commitment) ($r = 0.28$, $p < 0.05$). The alternative hypothesis (H5) is therefore supported, while the null hypothesis H05 is not supported. This means that employees who have high levels of psychological empowerment in terms of their goal internalisation, will also be inclined to have high levels of affective commitment towards the selected company. Low levels of their goal internalisation will also result in low levels of their organisational (affective) commitment towards the selected company.

4.2.6 The relationship between job satisfaction and organisational (affective) commitment

The null and alternative hypotheses that were formulated for this relationship were:

H06:   Job satisfaction is not significantly related to the organisational (affective) commitment of the employees in the selected company

H6:   Job satisfaction is significantly related to the organisational (affective) commitment of the employees in the selected company

The empirical results indicate that job satisfaction is significantly related to organisational (affective) commitment ($r = 0.45$, $p < 0.01$). The alternative hypothesis (H6) is therefore supported, while the null hypothesis H06 is not supported. This means that employees who experience high levels of job satisfaction will also exhibit high levels of organisational (affective) commitment towards the selected company. Low levels in employee' job satisfaction will also yield low levels of their organisational (affective) commitment towards the selected company.

4.2.7 The relationship between employee rewards and organisational (affective) commitment

The null and alternative hypotheses that were formulated for this relationship were:

H07:   Rewards are significantly related to the organisational (affective) commitment of the employees in the selected company

H7:   Rewards are not significantly related to the organisational (affective) commitment of the employees in the selected company

The empirical results indicate that rewards are not significantly related to organisational (affective) commitment. The alternative hypothesis (H7) is therefore not supported, while the null hypothesis H07 is supported. This means that there is no significant link between rewards and the organisational (affective) commitment of the employees in this company.

4.3 DESCRIPTIVE STATISTICS

The summary of responses as provided in Section A of the questionnaire is presented in this section. This summarises the respondent's perceptions on the impact of appreciative leadership, job satisfaction, organisational citizenship behaviour, psychological empowerment (as measured by goal internalisation, perceived control and perceived competence) and rewards. The analysis is represented in Tables 4.1 to 4.8 and Figures 4.1 to 4.8 below.

The study asked the respondents to rate their level of agreement or disagreement with the statements in the questionnaire. The analyses are provided in terms of the mean value (average), standard deviation and percentages.

4.3.1 Descriptive statistics on appreciative leadership

Results shown in Table 4.2 and Figure 4.1 with an overall mean of 2.930 and overall standard deviation of 1.221 indicate that generally most of the respondents agreed with the statements and thus agree that supervisors in the company possess appreciative leadership.

The respondents strongly agree that their supervisors often praise them for a job well done (51.6%), have thanked them personally for a job well done (56.5%) and have asked them for an opinion on an aspect of a job (53.2%). However it should be worth noting that 72.6% of the respondents strongly disagreed with the statement that said the supervisor left a note in the drawer that said ''it is good to work with you.'' The researcher is of the view that this statements reflects the fact that that has never happened to them rather than disagreeing with the statement itself.

TABLE 4.2: DESCRIPTIVE STATISTICS ON APPRECIATIVE LEADERSHIP

Statements	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
My supervisor often praises me for a job well done.	25.8	22.6	51.6	3.355	1.243
My supervisor once left me a note in my drawer saying: ''It is good to work with you"	72.6	16.1	11.3	1.952	1.207
My supervisor once thanked me personally for a job well done.	25.8	17.7	56.5	3.371	1.258
I was pleased when my supervisor came and asked for my opinion on an aspect of the work	17.7	29.1	53.2	3.387	1.029
My superior covered my back during an escalating conflict.	38.7	35.5	25.8	2.839	1.148
My supervisor often asks me whether I had a nice weekend.	45.2	29	25.8	2.548	1.263
My supervisor once apologised for 'losing it'. He said that he was sorry for his behaviour.	45.1	32.3	22.6	2.629	1.258
When I want to collaborate with other divisions in the firm, my supervisor has no unnecessary discussion in that regard.	19.4	38.7	41.9	3.258	1.023
My supervisor once paid for snacks for our whole team.	38.7	16.1	45.2	3.032	1.557
Overall Measurements	36.6	26.3	37.1	2.930	1.221

FIGURE 4.1: DESCRIPTIVE STATISTICS ON APPRECIATIVE LEADERSHIP
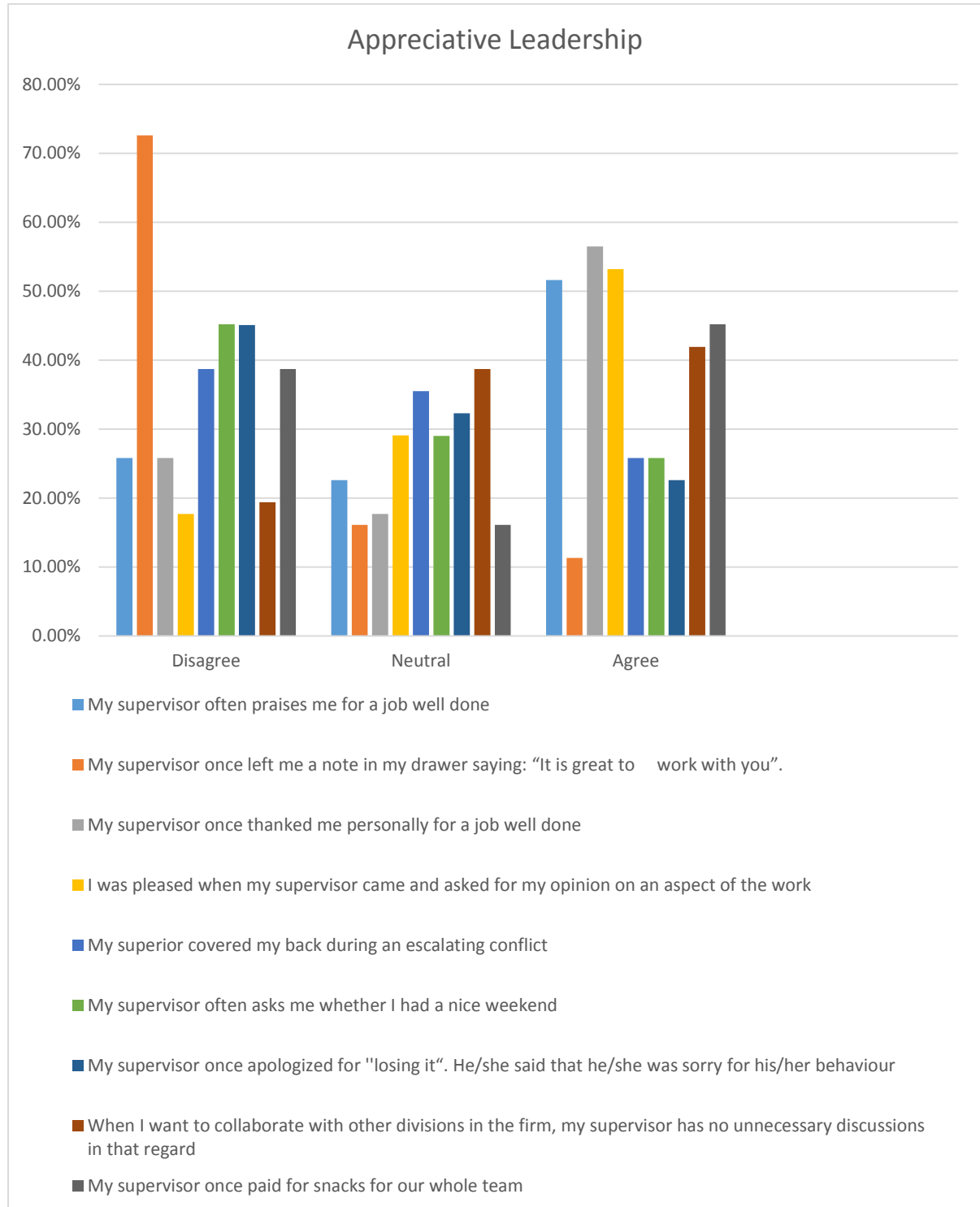
4.3.2 Descriptive statistics on organisational citizenship behaviour

The results on Table 4.3 and Figure 4.2 indicate an overall mean of 4.209 and overall standard deviation of 0.472 for the statements. This indicates that the majority of the respondents display a positive organisational citizenship behaviour. This means that

most of employees in the selected telecommunication company possess organisational citizenship behaviour.

TABLE 4.3: DESCRIPTIVE STATISTICS ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Statement	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
I do my job without constant requests from my supervisor	1.6	1.6	96.8	4.597	0.613
I believe in giving an honest day's work for an honest day's pay	3.2	11.3	85.5	4.355	0.870
I try to avoid creating problems for co-workers.	3.2	9.7	87.1	4.323	0.845
I do not waste time complaining about trivial matters	6.4	19.3	74.3	3.968	0.923
I attend meetings that are not mandatory, but important.	17.7	33.9	48.4	3.403	1.047
I willingly help others who have work related problems.	1.6	6.5	91.9	4.484	0.695
I read and keep up with organisation's announcements, memos, and so on	1.6	20.9	77.5	4.065	0.765
I always focus on what is right, rather than what is wrong.	1.6	16.1	82.3	4.209	0.771
My attendance at work is above the norm.	3.2	16.1	80.7	4.258	0.904
I am mindful of how my behaviour affects other people's jobs.	3.2	8.1	88.7	4.242	0.803
I respect company rules and policies even when no one is watching me.	0	4.8	95.2	4.532	0.593
I guide new people even though it is not required	3.2	17.7	79.1	4.081	0.855
Overall Measurements	3.9	13.8	82.3	4.209	0.472

Though all statements scored means that are above 3, what stands out is the statement on the respect that respondents have on the company's rules and policies when no one is noticing. This statement scored the highest mean (4.532) where a massive 95.2% of the respondents agreed with it and noticeably, no respondent disagreed with this statement.

FIGURE 4.2: DESCRIPTIVE STATISTICS ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR
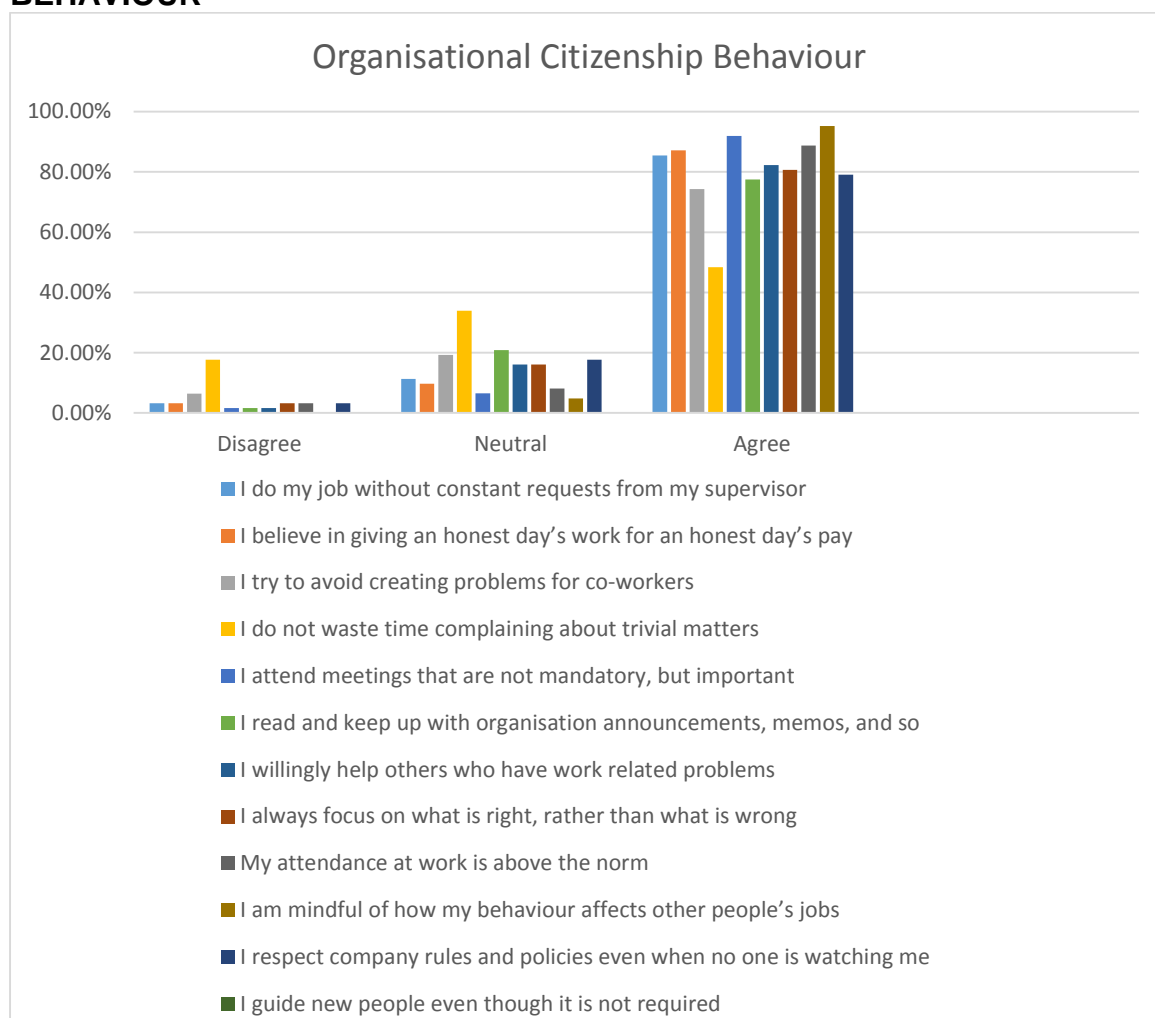
4.3.3 Descriptive statistics on psychological empowerment (as measured by perceived competence)

Table 4.4 and Figure 4.3 show that the overall mean for this construct is 4.381 together with the overall standard deviation of 0.681. This indicates that most of the respondents agreed with the statements from the questionnaire. It can be observed clearly that all statements received a mean score of more than 4, with most respondents agreeing on having skills and abilities to do their jobs well (highest mean =4.549).

Generally this indicates that the employees of the selected company are competent enough to do their jobs without any problems. The positive outcome that also came

from these results is that the selected company has a workforce that is capable of facing the challenges at work, and who are able to accomplish their tasks with minimal expenditure in terms of time and effort (efficiency).

TABLE 4.4: DESCRIPTIVE STATISTICS ON PSYCHOLOGICAL EMPOWERMENT (AS MEASURED BY PERCEIVED COMPETENCE)

Statement	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
I have the skills and abilities to do my job well.	0	6.5	93.5	4.549	0.619
I have the competencies to do my job effectively.	1.6	4.8	93.6	4.387	0.662
I have the capabilities required to do my job well.	3.2	9.7	87.1	4.290	0.776
I can handle the challenges I face at work.	0	11.3	88.7	4.209	0.631
I can do my work efficiently.	1.6	3.2	95.2	4.468	0.718
Overall Measurements	1.3	7.1	91.6	4.381	0.681

FIGURE 4.3: DESCRIPTIVE STATISTICS ON PSYCHOLOGICAL EMPOWERMENT (AS MEASURED BY PERCEIVED COMPETENCE)
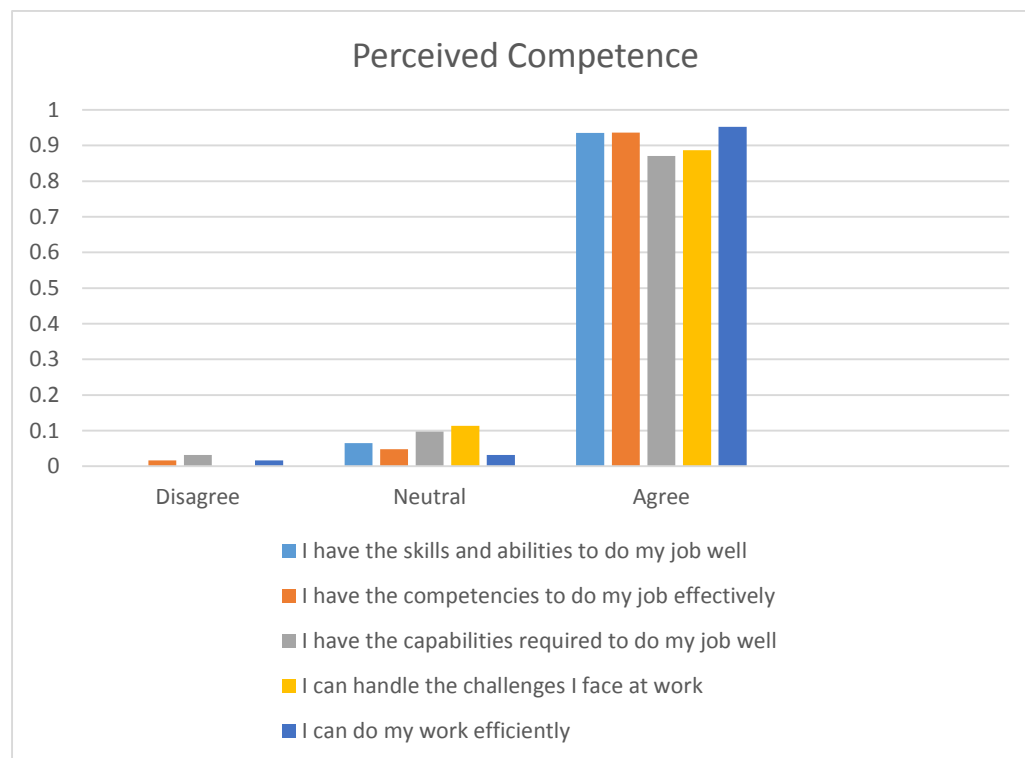
4.3.4 Descriptive statistics on psychological empowerment (as measured by goal internalisation)

Table 4.5 and Figure 4.4 show the empirical results taken from the statistical analysis. These results show the overall mean =3.835 and overall standard deviation of 0.926. This clearly indicates that most of the respondents agree with the statements and most importantly have internalised the goals of the organisation.

Modern era organisations require that their employees have belief in the organisation's purpose, vision, and causes by internalising its goals. This study indicates that employees in the selected company possess positive goal internalisation in terms of their psychological empowerment.

TABLE 4.5: DESCRIPTIVE STATISTICS ON PSYCHOLOGICAL EMPOWERMENT (AS MEASURED BY GOAL INTERNALISATION)

Statement	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
I am inspired by the goals of this organisation.	17.7	37.1	45.2	3.419	1.049
I am enthusiastic about working towards the organisation's objectives.	4.8	30.6	64.6	3.871	0.932
I am enthusiastic about the contribution my work makes to the organisation.	4.8	17.7	77.5	4.048	0.838
I am inspired by what we are trying to achieve as an organisation.	14.8	27.4	57.8	3.645	1.026
I am keen on doing well as an organisation	1.6	17.7	80.7	4.194	0.786
Overall Measurements	8.7	26.1	65.2	3.835	0.926

FIGURE 4.4: DESCRIPTIVE STATISTICS ON PSYCHOLOGICAL EMPOWERMENT (AS MEASURED BY GOAL INTERNALISATION)

4.3.5 Descriptive statistics on psychological empowerment (as measured by perceived control)

Perceived control reflects the ownership or control of the means to attain or achieve organisational goals. Table 4.6 and Figure 4.5 show that the most respondents agreed with the statements (overall mean and standard deviation are 3.562 and 0.935 respectively). It indicates that employees in the selected company have control over organisational goals in terms of psychological empowerment.

Most respondents (80.7%) agreed that important responsibilities are part of their jobs as compared to 38.8% of the respondents who agreed that they have authority to make decisions in their work.

TABLE 4.6: DESCRIPTIVE STATISTICS ON PSYCHOLOGICAL EMPOWERMENT (AS MEASURED BY PERCEIVED CONTROL)

Statement	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
I can influence the way work is done in my department.	6.4	30.6	63	3.667	0.825
I have authority to make decisions at work.	33.8	27.4	38.8	2.984	1.152
I have the authority to work effectively.	12.9	27.4	59.7	3.613	1.046
I can influence decisions taken in my department.	22.6	41.9	35.5	3.113	0.959
Important responsibilities are part of my job	3.2	17.7	80.7	4.435	0.692
Overall Measurements	15.7	29	55.3	3.562	0.935

FIGURE 4.5: DESCRIPTIVE STATISTICS ON PSYCHOLOGICAL EMPOWERMENT (AS MEASURED BY PERCEIVED CONTROL)
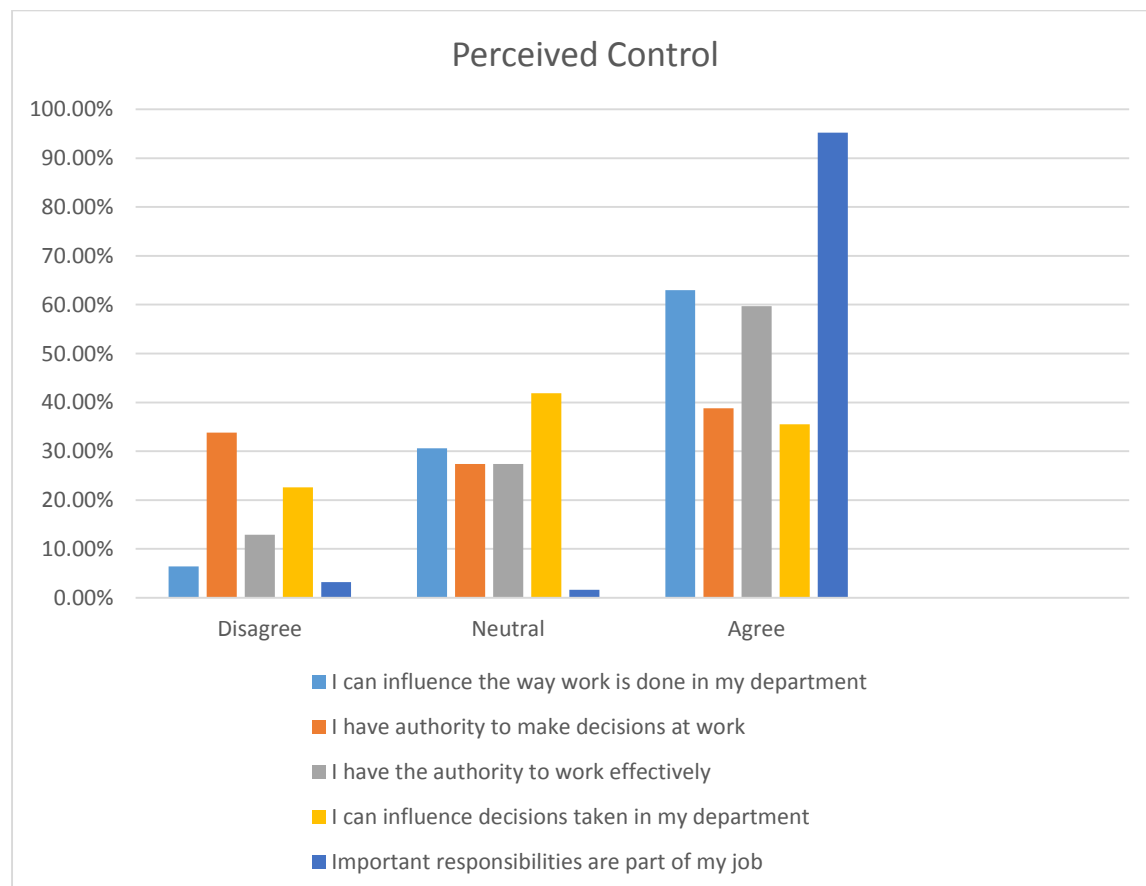
4.3.6 Descriptive statistics on job satisfaction

Table 4.7 and Figure 4.6 show the empirical results from statistical analysis. The overall mean of 3.323 indicates that most respondents agreed with the statements and thus are showing a positive job satisfaction.

It should be noted though that the statement "I feel a sense of pride in doing my job" received the highest mean score of 4.274 and it had no respondents that disagreed with it. The respondents were, however, negative when it came to statements such as "I am being paid a fair amount for the work I do" (mean=2.839), "When I do a good job, I receive the recognition for it that I should receive" (mean=2.613), "Communication seems good with this organisation" (mean=2.935), "I feel satisfied with my chances for salary increases" (mean=2.435), "I am satisfied with my chances for promotion" (lowest mean in this construct=2.258).

TABLE 4.7: DESCRIPTIVE STATISTICS ON JOB SATISFACTION

Statement	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
I feel I am being paid a fair amount for the work I do.	43.5	19.4	37.1	2.839	1.217
My supervisor is quite competent in doing his/her job.	11.3	25.8	62.9	3.742	1.085
When I do a good job, I receive the recognition for it that I should receive.	45.2	29	25.8	2.613	1.164
I like the people I work with.	4.8	14.5	80.7	4.161	0.909
I feel my job is meaningful.	9.7	12.9	77.4	4.000	0.975
Communications seem good within this organisation.	33.9	35.5	30.6	2.935	1.199
The benefits we receive are as good as most other organisations offer.	19.4	29	51.6	3.371	1.149
I feel that the work I do is appreciated.	20.9	35.5	43.6	3.274	0.961
My efforts to do a good job are seldom blocked by red tape.	29	45.2	25.8	2.968	1.116
I like doing the things I do at work.	6.4	17.7	75.9	4.048	0.948
My supervisor shows sufficient interest in the feelings of subordinates.	25.8	35.5	38.7	3.113	1.008
The benefit package we have is equitable.	24.2	35.5	40.3	3.129	1.109

TABLE 4.7: DESCRITIVE STATISTICS ON JOB SATISFACTION (CONTINUED)

My work load is manageable.	8.1	17.7	74.2	3.887	0.907
I feel a sense of pride in doing my job.	0	19.4	80.6	4.274	0.772
I feel satisfied with my chances for salary increases.	56.4	22.6	21	2.435	1.223
We have all the benefits that we should have.	29.1	21	49.9	3.290	1.246
I like my supervisor.	8	19.4	72.6	3.871	0.966
I feel my efforts are rewarded the way they should be.	42	32.3	25.7	2.726	1.267
I am satisfied with my chances for promotion.	64.5	17.7	17.8	2.258	1.267
Work assignments are fully explained to me.	11.3	35.5	53.2	3.532	0.953
Overall Measurements	24.7	26	49.3	3.323	0.580

FIGURE 4.6: DESCRIPTIVE STATISTICS ON JOB SATISFACTION

Job Satisfaction

Legend:
- I feel I am being paid a fair amount for the work I do
- My supervisor is quite competent in doing his/her job
- When I do a good job, I receive the recognition for it that I should receive
- I like the people I work with
- I feel my job is meaningful
- Communications seem good within this organisation
- The benefits we receive are as good as most other organisations offer
- I feel that the work I do is appreciated
- My efforts to do a good job are seldom blocked by red tape
- I like doing the things I do at work
- My supervisor shows sufficient interest in the feelings of subordinates
- The benefit package we have is equitable
- My work load is manageable
- I feel a sense of pride in doing my job
- I feel satisfied with my chances for salary increases
- We have all the benefits that we should have
- I like my supervisor
- I feel my efforts are rewarded the way they should be
- I am satisfied with my chances for promotion
- Work assignments are fully explained to me

This indicates that generally employees of the selected company are not satisfied with aspects of their job that involves remuneration and prospects of promotions. What is

ironic as well is that employees of this selected telecommunications company feel that communication is not good within the company.

4.3.7 Descriptive statistics on employee rewards

Table 4.8 and Figure 4.7 show the empirical results for employee rewards based on statistical analysis. The overall mean = 2.081 and an overall standard deviation =1.158 indicate that respondents are negative towards the employee rewards provided by the selected company.

These results are consistent with the results on remuneration and promotion in the job satisfaction construct. On all the statements most respondents did not agree with them with the highest number of disagreement on the last statement ''getting work done on time is rewarded with high pay at this organisation'' receiving the lowest mean=1.968.

According to these results, this is the variable that needs improvement in this organisation. Management needs to put some efforts into ensuring that employee rewards in terms of pay and prospects of promotions are addressed.

TABLE 4.8: DESCRIPTIVE STATISTICS ON EMPLOYEE REWARDS

Statement	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
It is more likely that I will be given a pay raise or promotion at this organisation if I finish a large amount of work.	67.7	22.6	9.7	2.000	1.116
It is more likely that I will be given a pay raise or promotion at this organisation if I do high quality work.	61.3	29	9.7	2.112	1.161
Getting work done quickly at this organisation increases my chances of a pay raise or promotion.	61.3	22.6	16.1	2.242	1.197
Getting work done on time is rewarded with high pay at this organisation.	71	16.1	12.9	1.968	1.159
Overall measurements	65.3	22.6	12.1	2.081	1.158

FIGURE 4.7: DESCRIPTIVE STATISTICS ON EMPLOYEE REWARDS

Employee Rewards

Legend:
- It is more likely that I will be given a pay raise or promotion at this organisation if I finish a large amount of work
- It is more likely that I will be given a pay raise or promotion at this organisation if I do high quality work
- Getting work done quickly at this organisation increases my chances of a pay raise or promotion
- Getting work done on time is rewarded with high pay at this organisation

4.3.8 Descriptive statistics on affective commitment

Table 4.9 and Figure 4.8 below show the empirical results of affective commitment of the respondents based on statistical analysis. The overall mean=3.351 and overall standard deviation= 0.759 indicate that most of the respondents agreed with most of the statements and thus have positive affective commitment towards the selected company.

Two statements such as "this organisation has a great deal of personal meaning for me" and "I feel a 'strong' sense of belonging to this organisation" both received high mean scores of 3.516 and 3.500 respectively. This proves that most respondents are showing high affective commitment towards the selected company.

TABLE 4.9: DESCRIPTIVE STATISTICS ON AFFECTIVE COMMITMENT

Statements	Disagree (%)	Neutral (%)	Agree (%)	Mean (Average)	Standard Deviation
I would be very happy to spend the rest of my career with this organisation.	27.4	37.1	35.5	3.048	1.273
I enjoy discussing about my organisation with people outside it.	27.4	32.3	40.3	3.209	1.132
I really feel as if this organisation's problems are my own.	20.9	24.2	54.9	3.435	1.168
I think that I could not easily become as attached to another organisation as I am to this one.	19.4	37.1	43.5	3.355	1.118
I feel like 'part of the family' at this organisation.	19.3	33.9	46.8	3.371	1.059
I feel 'emotionally attached' to this organisation.	25.8	24.2	50	3.371	1.012
This organisation has a great deal of personal meaning for me.	16.1	32.3	51.6	3.516	1.052
I feel a 'strong' sense of belonging to this organisation.	19.3	25.8	54.9	3.500	1.067
Overall measurements	21.9	30.9	47.2	3.351	1.110

FIGURE 4.8: DESCRIPTIVE STATISTICS ON AFFECTIVE COMMITMENT

4.4 CHAPTER SUMMARY

This chapter reported on empirical results of the study based on statistical analysis conducted. The chapter analysed and reported on data obtained from the 120 questionnaires that were distributed to the participants.

The results obtained indicated that only psychological empowerment based on goal internalisation and job satisfaction have a positive influence on affective commitment of the employees in the selected telecommunications company. It was also found that even though all seven variables explain about 65% (r^2 = 0.649) of the variance in Affective Commitment (meaning that these seven variables are very important determinants of Affective Commitment), but the other five variables such as appreciative leadership, organisational citizenship behaviour, psychological commitment in terms of perceived control, psychological empowerment in terms of perceived competence and employee rewards do not exert positive influence on affective commitment of the respondents.

These results indicated the areas that need improvements and special attention. The next chapter (chapter 5) presents the study summary, managerial implications of these findings, recommendations and conclusion.

CHAPTER 5

STUDY SUMMARY, FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

In the previous chapter, the empirical results of this study were presented. The main purpose of this chapter is to draw conclusions and to summarise what has been achieved by this study in linking the main problem and the findings, based on the literature reviewed. This chapter also outlines the recommendations based on the findings of the study on how the selected telecommunications company can improve organisational commitment among its employees.

5.2 SUMMARY OF THE STUDY

This section looks again at the main problem of the study to show steps and action taken to address it. The main findings from the empirical results are also discussed together with contribution to the literature. Recommendations by the author are also provided. The section also looks at the limitations and the prospects of future studies. The section ends with conclusion by the author.

The main problem of the study was a perceived lack of commitment amongst employees in the maintenance section of the selected telecommunications company.

The study was conducted because organisational commitment is one of the crucial factors in attaining organisational goals (Karakaya, 2013). The modern stakeholder model of most businesses places employees as important assets that are crucial in the success of any organisation. According to Chen (2004), committed employees become the principals and the power of their organisations. Therefore all organisations are expected to continually improve the commitment of their employees if they are to compete in modern business environment.

Variables such as appreciative leadership, organisational citizenship behaviour, psychological empowerment (as measured by perceived control, perceived

competence and goal internalisation), job satisfaction and rewards were selected as determinants for the study to improve organisational commitment. This section also evaluates and describes the empirical results taken via the statistical analysis and multiple regression analysis in connection with the literature that was reviewed.

5.2.1 Appreciative leadership

Literature in chapter 2 discussed appreciative leadership as associated with appreciative behaviours. It is part of leadership theory that actually deals with recognition, praise, social re-enforcement, support, respect and appreciation (Stocker et.al., 2014, p. 74). This is also supported by other authors who see appreciative leadership in terms of interest shown to someone and consideration of employee needs (Bass and Avolio, 1994). It also involves giving new interesting tasks and awarding the achievements (Yukl, 2013).

The mean score of 2.930 is fascinating because overall, there is small difference between the respondents who agreed with the statements in the questionnaire compared to those who disagreed (37.1% and 36.6% respectively). Taking into consideration the overall 26.3% of the respondents who were neutral, it could be suggested that many respondents might not have experienced what was asked in the questionnaire personally.

The statistical analysis also found that appreciative leadership is not significantly related to the organisational commitment of the employees in the selected company. Therefore the null hypothesis of this variable cannot be rejected, as stipulated in chapter 4.

The findings may have been driven by the fact the majority of the respondents were technicians (74%), as compared to those at managerial level (26% overall). The employees may have viewed appreciation in terms of rewards offered for achievements as an important factor in determining their commitment to the organisation.

The questions (statements) that were asked for this variable in the questionnaire might not have been what the employees expected in terms of their perception of

appreciation. This is largely because there is a perception in the selected company that managerial employees are appreciated more than employees at the technician level, due to huge gaps in terms of monetary rewards offered for achievements between these two levels.

5.2.1.1 Contribution to the literature

As stipulated in chapter 1 in terms of a contribution to the literature, the study has failed to establish the relationship between organisational commitment and appreciative leadership. In terms of the findings of this study there is no link between organisational commitment and appreciative leadership.

5.2.2 Organisational citizenship behaviour

Organisational citizenship behaviour is seen as the individual's helping behaviour, initiative and loyalty and allegiance to the organisation (Msweli-Mbanga and Potwana, 2006). For this reason it can be expected that the one who has organisational citizenship behaviour should also be committed to his/her organisation. The literature in chapter two has proved that organisational citizenship behaviour is more likely to be displayed by those employees who have developed their organisational commitment than those who have not (Aydoğan, 2010 as cited in ÖZDEM, 2012, p.51).

The overall mean score of 4.209 indicates that the overwhelming majority of the respondents agreed with the statements in the questionnaire. This implies that most of the employees in the selected company have a high level of organisational citizenship behaviour. However the findings in the study show that organisational citizenship behaviour of the employees in the selected company is not significantly related to their organisational commitment. This is in contrast with the literature that proves a positive link between these two variables, as mentioned above.

The reason for these results may have been influenced by the maturity of the respondents in terms of their tenure in the company. What is more evident is that the overwhelming majority of the respondents that participated in this study had a job tenure of more than five years (97%). Their long service to the selected company may

have positively influenced their level of organisational citizenship behaviour. However this does not mean that their organisational citizenship behaviour is as a result of their commitment to the selected company.

5.2.3 Psychological empowerment

The psychological approach to empowerment involves looking at the process an organisation can use in developing feelings of self-efficacy, by using its organisational practices and techniques in identifying and removing conditions that encourage powerlessness (Kotze, et al., 2007, p 01. Menon (2001) redefined psychological empowerment as a state that is defined by perceived control, perceived competence and goal internalisation. These three elements of empowerment are emanating from the state of mind of an empowered individual (Menon, 2001).The findings of the study are thus based on these three elements as suggested by Menon.

5.2.3.1 Perceived control

Perceived control is associated with feelings of autonomy where power is used to control, influence and drive others (Menon, 2001). It reflects the ownership or control of the means to attain or achieve organisational goals. The findings of the study reveal that employees in the selected company are psychologically empowered in terms of their perceived control (overall mean score of 3.562).

The employees' influence, authority and responsibility with regard to doing their jobs received high mean scores of 3.667, 3.613 and 4.435 respectively. This means that the employees feel that they have power to control the way they perform their tasks. However it should be noted again from the results that in terms of decision making, employees are not enthusiastic about their influence and authority. This is seen by mean score of 2.984 for authority to make decisions and 3.113 for influence to make decision.

The findings, according to multiple regression analysis, show that the psychological empowerment in terms of perceived control of the employees in the selected company is not significantly related to their organisational commitment. Therefore the study fails

to reject the null hypothesis for this variable as stipulated in chapter 4. The results may have been influenced by the powerlessness that employees felt when the selected company embarked on its recent restructuring programme (voluntary retrenchments). There was a perception that the selected company undermined organised labour in taking a unilateral decision in continuing with voluntary retrenchments. This may have influenced their perception of the relationship between these two variables.

5.2.3.2 Perceive competence

Perceived competence is a sense of efficacy and feeling of personal capability. According to Menon (2001), self-efficacy has a tendency of boosting and enhancing motivation (Menon, 2001). The findings reveal that the employees of the selected company have positive psychological empowerment in terms of their perceived competence (overall mean score =4.381).

The results also show that all the statements in the questionnaire received mean scores of more than four, with the highest mean score of 4.549 received in the statement 'I have skills and abilities in doing my job.' This means that the employees of the selected company are generally capable and competent in doing their jobs.

The positive outcome that also came from these results is that the selected company has a workforce that is capable of facing the challenges at work, and who are able to accomplish their tasks with minimal expenditure in terms of time and effort (efficiency). The findings also show that the psychological empowerment of the employees in the selected company in terms of their perceive competence, is not significantly related to their organisational commitment, and therefore the study fails to reject the null hypothesis (H0) in Chapter 4.

This result again might have been influenced by the recent job cuts (voluntary retrenchment packages) conducted by the selected company around the same time as this study was conducted. There was a perception created that the selected company was not going to look at competence and capability (skills) as a criterion for selecting employees for voluntary retrenchments. This might have resulted in

employees not seeing the importance of competence as the driver towards their commitment to the organisation.

5.2.3.3 Goal internalisation

When an individual associates himself/herself with the goal and the vision of an organisation, he/she is said to have goal internalisation. It is the goals, missions and valued causes of an organisation that psychologically energise the people (Menon, 2001).

The findings of the study show the overall mean score of 3.835 which implies that employees in the selected company have a positive psychological empowerment in terms of their goal internalisation. The high mean scores received in statements such as ''I am enthusiastic about the contribution my work makes to the organisation'' (4.048) and ''I am keen on doing well as an organisation'' (4.194), indicate that these employees do not only believe in the vision and goals of their organisation but they have also owned them.

The findings also reveal that the psychological empowerment of the employees in the selected company in terms of their goal internalisation is significantly related to their organisational commitment (r =0.28, p < 0.05).This is vindicated in literature by Ferreira, et al. (2010) who view employee dedication at an emotional level (affective commitment) as a congruence between their (employees) goals and those of their organisation.

5.2.4 Job satisfaction

Job satisfaction is just one among many important attitudes that influence human behavior in the workplace. Literature dictates that job satisfaction is closely related to organisational commitment (Sehgal, 2012).

Job satisfaction involves employees' affect or emotions, it influences an organisational well-being with regard to job productivity, employee turnover, absenteeism and life

satisfaction (Spector, 2008). The consequences of job satisfaction include better performance and a reduction in withdrawal and counter-productive behaviours (Morrison, 2008).

The mean score of 3.323 obtained from statistical analysis shows that employees in the selected company have positive job satisfaction. However in chapter 4 it is noted that the facet of job satisfaction that included pay and promotion scored mean scores of less than 3 from all their statements. This implies that although employees of the selected company are generally satisfied with their jobs, but they are not happy with their pay and prospects of promotion.

The other standout from the results of the study is that the statement "I feel a sense of pride in doing my job" received the highest mean score of 4.274 and there were no respondents who disagreed with it. This can only be attributed to the maturity of the respondents in terms of their job tenure and experience.

The statistical analysis also proved that the job satisfaction of the employees in the selected company is significantly related to their organisational commitment (r =0.45, p < 0.01). This is in agreement with the theory that these two constructs have a positive relationship (Sehgal, 2012).

5.2.5 Employee rewards

The literature classifies rewards as being monetary and non-monetary in nature. Those rewards that are monetary in nature include bonuses, pay, promotions and recognition. But those that are non-monetary in nature include non-tangibles such as personal recognition and praise (Weatherly, 2002). The study only concentrated on the monetary nature of rewards such as pay and promotion.

The overall mean score of 2.081 mean that employees of the selected company are negative towards pay and rewards offered by the selected company. The multiple regression analysis also proved that pay and promotion as employee rewards are not significantly related to employees' organisational commitment which is against what

the literature suggests. The literature confirms the significance that the management of rewards has on employees' affective commitment (Nujjoo and Meyer, 2012).

The reason for this outcome may have been influenced by the fact that even literature does acknowledge that monetary benefits alone cannot be the only basis for employees to stay in the company (Nujjoo and Meyer, 2012). Another reason that may have influenced this result is the perception that employees of the selected telecommunications company are less rewarded (monetary) compared to their peers in other telecommunications companies. Their monetary rewards may have been viewed by them as too little to inspire their organisational commitment.

5.2.6 Organisational commitment (affective commitment)

In trying to understand the extent and the rationale behind employees' dedication to their organisation, many researchers have chosen organisational commitment as a study of interest (Lumley, 2010). Organisational commitment is perceived as a bond between the employees and their organisation (Martin and Roodt, 2008). It is this bond that is used as a yardstick to measure the strength of how an employee is attached to the organisation (Stup, 2006).

Although the literature provides three components of organisational commitment (affective, continuance and normative), this study looks at affective commitment as the main focus because it is the component that deals primarily with the strength of the relationship between employees and their organisation, where the employee stay with the organisation because they want to.

The findings of the study show that the employees of the selected company have high affective commitment as they scored an overall mean score of 3.351. It should be noted again that statements such as "this organisation has a great deal of personal meaning for me" and "I feel a 'strong' sense of belonging to this organisation" both received high mean scores of 3.516 and 3.500 respectively. This implies that there is a strong relationship between employees and the selected company.

The results might have been influenced by the maturity of the respondents in terms of their job tenure and job experience within the selected company. It would have been of great interest if the study had also measured the other two components of organisational commitment such as continuance commitment (where employees stay with the organisation because they have to) and normative commitment (where employees stay with the organisation because they ought to).

5.3 RECOMMENDATIONS

To complete the study, it is expected that recommendations aimed at improving organisational commitment in the selected company are proposed. The empirical evidence from the study has enabled the researcher to propose the recommendations in order to solve the main problem which stated as, ''Lack of commitment among employees in the maintenance section of the selected telecommunications company.'' The following recommendations should be implemented by the selected company in order to improve its organisational commitment.

5.3.1 Job satisfaction

Since the empirical results proved that the job satisfaction of the employees in the selected company exerts a positive influence on their organisational commitment, the organisation should look at ways to improve certain aspects of the job satisfaction of their employees.

- Monetary rewards such as pay (salaries) and prospects for promotions should be improved drastically as they all scored below three (3) in their respective mean scores

- The issue of recognition of employees (after doing good job) needs attention. The employees (particular at a technician level) are not satisfied with the recognition they get (particularly monetary). There needs to be Improvement on communication within the company by facilitating dialogue and interactions between different sections

5.3.2 Psychological empowerment (as measured by goal internalisation)

The empirical results of this study also proved that the psychological empowerment in terms of goal internalisation of the employees in the selected company, is significantly related to their organisational commitment. The selected company should improve the following in term of the employees' goal internalisation.

- Most people do not know whether they are inspired by the goals of the organisation or not (most people chose a neutral position). The company should implement diagnostic measures to find out why its people feel this way.

- There are so many people who do not know, or are not sure if they are inspired by what the organisation is trying to achieve. The company should implement awareness programmes aimed at informing their employees (particularly at the operational level) about its vision, goals and strategic direction. This is important in creating synergy within the company

5.4 LIMITATIONS AND THE FUTURE STUDIES

There are certain limitations in the findings of the study that should be considered. These limitations have necessitated that future research be considered for this study in the following areas:

- The fact that this study was conducted only in Gauteng central region of the selected telecommunications company, provides a limitation in terms of the small sample that was considered. The future study can target a bigger sample by conducting the study in all regions of the selected telecommunications company.

- The fact that this study considered affective commitment as the only type or component that was measured for organisational commitment is a limitation. Future studies can include other components such as continuance commitment and normative commitment to measure organisation commitment holistically.

5.5 CONCLUSION

The purpose of this research was to improve organisational commitment of the employees in the selected telecommunications company. The study has succeeded in satisfying this purpose by developing a framework that addressed the problem.

The competitive and dynamic environment in which businesses operate in the modern world requires that organisations should have a skilled workforce that is committed. It is therefore important for any organisation to attend to the needs that promote organisational commitment among its employees.

This study has concluded that two variables (job satisfaction and psychological empowerment as measured by goal internalisation) are important in improving organisational commitment of the employees in the selected company.   The implementation of recommendations provided in Chapter 5 (section 5.3.1 and 5.3.2) should ensure that the selected company is successful in improving the organisational commitment of their employees.

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ANNEXURES

ANNEXURE 1:   <u>THE COVERING LETTER OF THE QUESTIONNAIRE</u>

Dear Respondent

I am studying towards my MBA (Master in Business Administration) degree at the Nelson Mandela Metropolitan University Business School. I am conducting research on the factors that influence the organisational commitment staff members to Telkom SA. I believe that my study will make an important contribution to understanding some organisational aspects that employees might be concerned about.

You are part of our selected sample of respondents whose views we seek on the above-mentioned matter. We would therefore appreciate it if you could answer a few questions. It should not take more than thirty minutes of your time and we want to thank you in advance for your co-operation.

There are no correct or incorrect answers. Please answer the questions as accurately as possible. For each statement, tick the number which best describes your experience or perception. For example, if you strongly agree with the statement, tick the number 5. If you strongly disagree with the statement, tick the number 1. **Tick only one answer for each statement and answer <u>all questions</u> please.** <u>Please note also that your participation in this study is entirely voluntary and that you have the right to withdraw from the study at any stage. We also guarantee your anonymity and the confidentiality of information acquired by this questionnaire. No names of respondents will be mentioned in the study.</u>

Thank you very much.

Sizwesihle Derrick Shandu

Contact details: 011-394-4112 / 082 575 2249 and shandud@telkom.co.za

To verify the authenticity of the study, please contact Prof CA Arnolds at 041-5043825 and **cecil.arnolds@nmmu.ac.za**.

ANNEXURE 2:   ETHICS CLEARANCE: FORM E

**Nelson Mandela
Metropolitan
University**
for tomorrow

ETHICS CLEARANCE FOR TREATISES/DISSERTATIONS/THESES

Please type or complete in black ink

FACULTY: _Business and Economic Sciences_

SCHOOL/DEPARTMENT: _Business School_

I, (surname and initials of supervisor) _Arnolds, C.A_

the supervisor for (surname and initials of candidate) _Shandu, S.D_

_____ (student number) _213492393_

a candidate for the degree of _Master in Business Administration_

with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis):

_Improving organisational commitment in a
selected telecommunication company_

considered the following ethics criteria *(please tick the appropriate block)*:

	YES	NO
1. Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		X
2. Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		X
2.1 Are subjects/participants/respondents of your study:		
(a) Children under the age of 18?		X
(b) NMMU staff?		X
(c) NMMU students?		X
(d) The elderly/persons over the age of 60?		X
(e) A sample from an institution (e.g. hospital/school)?		X
(f) Handicapped (e.g. mentally or physically)?		X

3. Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)		X
3.1 Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		X
4. Will the participant's privacy, anonymity or confidentiality be compromised?		X
4.1 Are you administering a questionnaire/survey that:		
(a) Collects sensitive/identifiable data from participants?		X
(b) Does not guarantee the anonymity of the participant?		X
(c) Does not guarantee the confidentiality of the participant and the data?		X
(d) Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?		X
(e) Will create doubt whether sample control measures are in place?		X
(f) Will be distributed electronically via email (and requesting an email response)? Note: • If your questionnaire **DOES NOT** request respondents' identification, is distributed electronically and you request respondents to return it *manually* (print out and deliver/mail); **AND** respondent anonymity can be guaranteed, your answer will be NO. • If your questionnaire **DOES NOT** request respondents' identification, is *distributed via an email link and works through a web response system* (e.g. the university survey system); **AND** respondent anonymity can be guaranteed, your answer will be NO.		X

Please note that if **ANY** of the questions above have been answered in the affirmative **(YES)** the student will need to complete the full ethics clearance form (REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) representative.

and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.

_____   _8/6/2015_
SUPERVISOR(S)   DATE

_____   _8/6/2015_
HEAD OF DEPARTMENT   DATE

_____   _8/6/2015_
STUDENT(S)   DATE

Please ensure that the research methodology section from the proposal is attached to this form.

ANNEXURE 3: <u>MEASURING INSTRUMENTS</u>

AFFECTIVE COMMITMENT

I would be very happy to spend the rest of my career with this organisation

I enjoy discussing about my organisation with people outside it.

I really feel as if this organisation's problems are my own.

I think that I could not easily become as attached to another organisation as I am to this one.

I feel like 'part of the family' at this organisation.

I feel 'emotionally attached' to this organisation.

This organisation has a great deal of personal meaning for me.

I feel a 'strong' sense of belonging to this organisation.

JOB SATISFACTION

I feel I am being paid a fair amount for the work I do.

My supervisor is quite competent in doing his/her job.

When I do a good job, I receive the recognition for it that I should receive.

I like the people I work with.

I feel my job is meaningful.

Communications seem good within this organisation.

The benefits we receive are as good as most other organisations offer.

I feel that the work I do is appreciated.

My efforts to do a good job are seldom blocked by red tape

I like doing the things I do at work.

My supervisor shows sufficient interest in the feelings of subordinates.

The benefit package we have is equitable.

My work load is manageable.

I feel a sense of pride in doing my job.

I feel satisfied with my chances for salary increases.

We have all the benefits that we should have.

I like my supervisor.

I feel my efforts are rewarded the way they should be.

I am satisfied with my chances for promotion.

Work assignments are fully explained to me.

ORGANISATIONAL CITIZENSHIP BEHAVIOUR

I do my job without constant requests from my supervisor

I believe in giving an honest day's work for an honest day's pay

I try to avoid creating problems for co-workers

I do not waste time complaining about trivial matters

I attend meetings that are not mandatory, but important

I read and keep up with organisation announcements, memos, and so on

I willingly help others who have work related problems

I always focus on what is right, rather than what is wrong

My attendance at work is above the norm

I am mindful of how my behaviour affects other people's jobs

I respect company rules and policies even when no one is watching me

I guide new people even though it is not required

APPRECIATIVE LEADERSHIP

My supervisor often praises me for a job well done.

My supervisor once left me a note in my drawer saying: "It is great to work with you".

My supervisor once thanked me personally for a job well done.

I was pleased when my supervisor came and asked for my opinion on an aspect of the work.

My superior covered my back during an escalating conflict.

My supervisor often asks me whether I had a nice weekend.

My supervisor once apologized for ''losing it". He/she said that he/she was sorry for his/her behaviour.

When I want to collaborate with other divisions in the firm, my supervisor has no unnecessary discussions in that regard.

My supervisor once paid for snacks for our whole team.

PSYCHOLOGICAL EMPOWERMENT

Goal internalisation

I am inspired by the goals of this organisation.

I am enthusiastic about working towards the organisation's objectives.

I am enthusiastic about the contribution my work makes to the organisation.

I am inspired by what we are trying to achieve as an organisation.

I am keen on doing well as an organisation.

Perceived control

I can influence the way work is done in my department.

I have authority to make decisions at work.

I have the authority to work effectively.

I can influence decisions taken in my department.

Important responsibilities are part of my job.

Perceived competence

I have the skills and abilities to do my job well.

I have the competencies to do my job effectively.

I have the capabilities required to do my job well.

I can handle the challenges I face at work.

I can do my work efficiently.

EMPLOYEE REWARDS

It is more likely that I will be given a pay raise or promotion at this organisation if I finish a large amount of work.

It is more likely that I will be given a pay raise or promotion at this organisation if I do high quality work.

Getting work done quickly at this organisation increases my chances of a pay raise or promotion.

Getting work done on time is rewarded with high pay at this organisation.

ANNEXURE 4:   **TURNITIN ORIGINALITY REPORT (First page – text only)**

Turnitin Originality Report

SD Shandu Treatise by Sizwesihle Shandu

From MBA Treatise Final Submission - Part 1 (Moodle 33437172) (T711TR0: Treatise (Moodle 9623824))

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