

**THE RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT,
JOB SATISFACTION AND TURNOVER INTENTION IN THE DEPARTMENT
OF RURAL DEVELOPMENT AND LAND REFORM, LIMPOPO PROVINCE**

by

MAINETSA ADOLPH RAMOGALE

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DEDICATION

This dissertation is dedicated to my mother, Mamedupi Ramogale for the support and love throughout my studies, my daughter Mmatjatji Ramogale and the late Rev K.D. Makgatho of Assemblies of God church who has been my role-model and inspiration, the stranger who paid for my first University registration may his soul rest in peace.

DECLARATION

I, Mainetsa Adolph Ramogale, declare that ***“THE RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND TURNOVER INTENTION IN THE DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM LIMPOPO PROVINCE”*** is my own work and that all the sources that I have used or quoted have been indicated or acknowledged by means of complete references.

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ADOLPH RAMOGALE

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DATE

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ABSTRACT

The purpose of this study is to explain the relationship between organisational commitment, job satisfaction and turnover intention of employees. A survey research design was employed to test hypotheses about the relationship between job satisfaction, organisational commitment and turnover intentions. Data was collected using three different structured questionnaires. Questionnaires comprised of the Minnesota Satisfaction Questionnaire, the Organisational Commitment Questionnaire and the Intention to Stay Questionnaire. The respondents comprised of employees from five offices of the Department of Rural Development and Land Reform in the Limpopo Province. The findings revealed a positive relationship between organisational commitment and job satisfaction. There is a negative relationship between organisational commitment and turnover intention. Tables and figures were used to present the results of the study. Turnover intention has been seen as a huge problem at different organisations or institutions and has negative influence on organisational performance and this organisation was not different given the findings.

Key concepts

Organisational commitment, job satisfaction, turnover intention.

CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION AND BACKGROUND

The public sector plays an important role in the economic development and growth of a particular country. This is done by engaging in public services responsibilities. For a country to be efficient and to be able to maintain its social and economic order it needs machinery to ensure progress of the country (Maqbool & Murtaza, 2012). However, in the current economic and political climate service delivery protests have become an almost daily occurrence in South Africa. One could only assume that a large number of South African citizens are dissatisfied with the quality of services delivered by various government Departments in the country. It would seem that local governments are the least trusted of all public institutions in the country. Local government Departments would only be able to carry out their respective service delivery mandates if they can obtain, develop and maintain a stable, reliable and committed workforce with the necessary competencies.

A key factor that undermines the quality of service delivery of public sector organisations and also local government Departments is high employee turnover (Meier & Hicklin, 2008; Tariq, Ramzan & Riaz, 2013). It is therefore crucial to identify and manage employees' turnover intentions and the factors that are associated with turnover intentions to ensure that sufficient motivated and loyal public servants are available to ensure that local government Departments perform successfully (Pillay, 2011). Government has to come up with ways to manage its human resources with the aim of making public service more efficient.

Panuwatwanich, Stewart and Sherif (2008) indicated that many firms enhanced their competitiveness by implementing different initiatives such as the use of technology to improve their productivity (Macris, Papadimitriou & Vassilacopoulos, 2008). Antoncic and Antoncic (2011) indicated that it is

important for organisations to develop and continually improve the skill and knowledge of employees.

Every organisation is seen to be successful through its ability to attain the set objectives effectively and efficiently and this can be done through the commitment of employees working at the organisation and if employees are not happy or satisfied or committed, the organisation will most probably fail to achieve success (Mohr, Fourie & Associates, 2004). This idea is supported by David (2009) who found in a study that the employees are responsible for carrying out the tasks designed to achieve the vision of the organisation. Previous research findings have also provided clear evidence of an association between organisational commitment, job satisfaction and turnover intention (Aydogdu & Asikgil, 2011). It is important for the employers to take note of, as well as understand and manage, employees' job satisfaction levels and the commitment of employees.

Organisational commitment is reflected in the employee's acceptance of organisational goals, willingness to work hard for the organisation, and the desire to stay with the organisation. It is a key variable in the reduction of turnover and absenteeism (Lumley, Coetzee, Tladinyane & Ferreira, 2010).

Job satisfaction is another key factor that is associated with job performance, productivity of employees and employee turnover (Neubert & Halbesleben, 2015; Van Scheers & Botha, 2014). Job satisfaction is an attitudinal variable that reflects how people feel about their jobs. Satisfied employees contribute to enhancing long term success and organisational effectiveness (Zehir, Muceldili & Zehir, 2012). It is thus evident that every employee who associates him/herself with the organisation will most probably achieve their goals and objectives and they will be motivated to execute their duties (Altinoz, Cakiroglu, & Cop, 2012).

When employees leave the organisation its functions becomes difficult as a result of huge organisational costs that are incurred. The cost involves the hiring and training of new employees and this process can be time consuming (Maqbool & Murtaza, 2012).

1.2. PROBLEM STATEMENT

Retention of employees has become a significant problem due to the competitiveness of the market. Turnover itself is the result of an intention hence it is very important to deal with the intention to leave. Organisations are finding it difficult to retain employees and as a result many skilled employees are leaving.

However, the dissatisfaction of public servants in South Africa is displayed through continuous labour protests (www.southernafrican.news), which delay the provision of services to communities that they serve. Low motivation tend to be linked to low levels of commitment at work and dissatisfaction, which results in absenteeism, intention to leave work, and employee turnover (Wright & Bonett, 2007).

Employee turnover is also serious problem in Limpopo Province, South Africa and local government Departments in the province have to implement effective employee retention strategies to discourage dysfunctional employee turnover (Pietersen & Oni, 2014). Although issues related to job satisfaction, organisational commitment and turnover intentions among employees within different types of organisations in Africa contexts have been studied (Mayer, Louw & Baxter, 2015) very little or no research has so far be conducted on these factors in the Department of Rural Development and Land Reform in the Limpopo Province.

According to the Mid Term Review of the Department of Rural Development and Land Reform (2012), the Department acquired 112 properties in the forms of farms in the Limpopo Province from May 2009 to March 2012. This resulted in a total of 68363 hectares of land through the restitution process and 92 properties in the form of land or farms resulting in a total of 40512 hectares through distribution process. The above stated achievements are just a few of many achievements of the Department. Even though there is progress in terms of giving land back to Blacks the process has been criticised by the opposition parties in parliament as well as the stakeholders. The Department of Rural Development and Land Reform's key roles are to roll out comprehensive rural

development programmes to rural communities, improve productivity in land reform projects through effective implementation of the recapitalisation and development programme, expedite the finalisation of land claims, improve corporative governance and ensure enhanced service delivery, implement proper change management and innovation strategies and finally to enhance the efficiency of information management system.

The Department of Rural Development and Land Reform makes use of the following stakeholders: rural communities who are in need of land and other services from this Department, landless people and tenure insecure communities, developing or emerging black farmers, different government Departments, and users of spatial information, landowners and non-governmental organisations (www.ruraldevelopment.gov.za). The Department comprises of administration and operation staff members which are expected to deliver the Department's mandate. The Department is centralised but for accessibility reasons regional offices were established and they are spread along the nine provinces, but the focus of this study will be in Limpopo Province which in turn is divided into five Districts namely Capricorn, Mopani, Sekhukhune, Vhembe and Waterberg.

For the purpose of this study turnover as such was not studied but turnover intention, the reason being those who have left cannot be studied as the aim was to retain the employees who are working at the Department now. The cost, time and energy spent on recruiting and training new employees is huge hence the need to search for ways of retaining employees (Ryan & Sagas, 2009).

The central research question in this study is: Is there a relationship between organisational commitment, job satisfaction and turnover intention of employees in the Department of Rural Development and Land Reform in Limpopo Province?

1.3. THEORETICAL FRAMEWORK

1.3.1. Organisational Commitment

In recent years employees' attachment to organisation have weakened, movements and they became less attached and less dependent on their organisations because of opportunities that enables them to move easily (Zehir, Müceldili & Zehir, 2012; Grant, Dutton, & Rosso, 2008). Altinoz et al. (2012) indicated that the employees who have close ties with the organisation are less likely to leave their organisations. This may be because such employees are committed and loyal to their institutions. Attachment to organisation is regarded as an emotional response, particularly when people or individuals believe strongly in organisational goals and values or when they demonstrate a strong desire to maintain membership in the organisation (Kim, Leong & Lee, 2005). Maqbool and Murtaza (2012) as well as Zeffane (1994) indicated that organisational commitment is characterised by at three factors below:

- Strong belief in and acceptance of organisation's goals and values.
- Willingness to exert considerable effort on behalf of the organisation.
- Strong desire to maintain membership of the organisation.

To define and understand organisational commitment a three components model was developed and this model is discussed in detail below:

- Affective organisational commitment is referred to an employee's attachment to an organisation because of their involvement and identification with the organisation. They are emotionally attached to the organisation and its values and it is believed that individuals with strong affective commitment will tend to behave in ways that are in the organisation's best interest (Namasivayam & Zhao, 2012). Affective commitment is the individual's psychological or emotional connection to, identification with and participation in the organisation (Meyer & Allen, 1997). Employees who are affectively committed to the organisation will probably carry on working for it not because they are forced to but due to their commitment to the organisation.

- Continuance organisational commitment refers to the commitment based on an employee's time and efforts invested in the organisation which makes them want to stay with the organisation and it also depends on individuals' recognition of the availability of alternatives if they were to leave (Namasivayam & Zhao, 2012). This type of employees' remains with the organisation because of the money they earn, not because they want to (Meyer & Allen, 1997).
- Normative commitment is regarded as a willingness to stay with an organisation because they feel obliged due to their specific responsibilities within an organisation (Meyer & Allen, 1997).

1.3.2. Job Satisfaction

Tian–Foreman (2009) stressed that job satisfaction determinants may differ in terms of cultures and various countries. Job satisfaction leads to a good employee performance, which in turn makes them less likely to leave the organisation. This implies that when an employee is satisfied with the organisation the thought of leaving the organisation disappears. This is supported by the findings in a study by Arnett, Laverie and McLane (2002), where it was discovered that employees who are satisfied with their jobs tend to treat customers with courtesy and utmost respect, perform at their best and do not think about leaving the organisation. Satisfied employees contribute to enhancing long term success and organisational effectiveness (Zehir, Müceldili & Zehir 2012). It is thus evident that every employee will associate him/herself with the organisation which makes it easy for them to execute and achieve their goals and objectives and such employees will implement organisational duties competently (Altinoz et al., 2012).

A number of theories were developed to try to understand and define job satisfaction.

- *Herzberg's two-factor theory*

According to Hertzberg, Mausner and Snyderman (1959) job satisfaction and job dissatisfaction are caused by different and independent sets of factors

namely motivational factors and hygiene factors. Motivational factors such as challenging work, recognition, responsibility, conditions of the job itself, such as achievement, or personal growth give positive satisfaction to employees as compared to their hygiene factors such as status, job security, salary, fringe benefits, and work conditions. Herzberg's theory did not define satisfaction and dissatisfaction as being at opposite ends of the same scale. The opposite of satisfaction is not dissatisfaction, but no satisfaction. The opposite of dissatisfaction is not satisfaction, but no dissatisfaction.

- *Locke's theory*

Locke's theory of job satisfaction is the product of many other concepts developed through study on topics such as goal setting, employee performance and a response to Hertzberg theory. Locke's theory indicates that the mind and body are very closely related to one another, whereas Hertzberg's view of man's nature is about a split between psychological and biological processes of the human makeup. Locke (1976) believes an event or condition is that which makes the employee to feel satisfied. This theory indicates that it's through the mind that the human discovers the nature of his/her physical and psychological needs and how they can be satisfied (Locke, 1976: 229).

Spector (1997) identified the following as factors affecting job satisfaction:

Environmental factors include pay, promotion opportunity, control, relations with the seniors.

- Pay

What employees receive as payment for a job done has been associated with job satisfaction and even more closely with the facet of pay satisfaction. Money is seen as an important aspect for survival of individuals but, research done by Spector (1997) indicated that individuals who earn more are not necessarily more satisfied in their jobs as compared to their counterparts.

- Supervision, nature of work and communication

The way an employee relates to the supervisors will contribute to an employee being satisfied at work. This is associated with how the supervisor compliments an employee on good performance and listens to an employee's opinions. The nature or type of job an employee performs will determine his satisfaction. The way he receives the feedback on his performance where specific goals are to be achieved will definitely increase his satisfaction with the job. The way the supervisor behaves is seen as a determinant of job satisfaction (Spector, 1997).

Individual factors

Individual factors are those factors that are directly related to an employee such factors includes personal things, amongst others race, qualifications, tenure, marital status and gender. These are some of the attributes that an individual brings with them to the institution or organisation. All these factors are regarded as having influence on the employee's job satisfaction even though they are more on a personal or individual level (Spector, 1997).

1.3.3. Turnover intention

Even though Turnover is widely researched by different researchers it is still seen as a topic of interest for researchers as they are still trying to find out the reason that leads to an employee thinking about leaving the organisation. Turnover is associated with huge organisational costs incurred due to employees quitting or leaving their jobs because hiring and training of new employees is costly and expensive (Maqbool & Murtaza, 2012). Turnover can be involuntary, voluntary, functional, dysfunctional, uncontrollable or controllable. Poor performance results in termination (involuntary turnover), while voluntary turnover is made by choice. Functional turnover represents the loss of disruptive or unproductive employees. Dysfunctional turnover occurs when highly productive and key employees quit. Factors that are beyond management's control are uncontrollable, whilst controllable turnover can be influenced (Mathis & Jackson, 2010).

Meral, Irge, Seval and Luftihak (2012) indicated that employees leave their job for a variety of reasons which have previously been explored through research. Turnover intention has been associated with factors such as organisational commitment, job stress, job satisfaction, self-esteem and supervisor support and it is believed that they all have effect on turnover intention, differently from each other.

According to Ryan and Sagas (2009), when talented and experienced employees leave the organisation they leave with their knowledge, talents and experience. New replacement employees will have to be trained and made comfortable with organisational culture and in the process of doing that the organisation suffers productivity and more costs (Maqbool&Murtaza,2012).The reasons why employees quit will eliminate unfavourable outcomes and reduce recruitment costs, resulting in higher customer satisfaction, quality improvement, effective succession planning and an increase in organisational knowledge. Turnover intention is widely researched due to its importance to organisational success and labour productivity (Aladwan, Bhanugopan & Fish, 2013).

1.3.4. Relationship between organisational commitment, job satisfaction and turnover intention

Maqbool and Murtaza(2012) have pointed out that job satisfaction, as well as organisational commitment, are seen to be some of those aspects that have a relationship with turnover intention. It thus becomes evident that employees' satisfaction with the job improves the commitment level and hence the intention to quit the organisation decreases. Satisfied employees are regarded or are seen as happy employees and tend to be committed and become productive. In a study conducted in the Thailand fashion industry it was discovered that pay satisfaction, leaders' member exchange and job satisfaction had positively related to organisational commitment and turnover intention. In the same study it was discovered that turnover intention was affected by job satisfaction and organisational commitment. However organisational commitment had more influence on turnover intention as compared to job satisfaction (Teeraprasert,

Piriyakul & Khantanaphad, 2012). Simon, Muller and Hasselhorn (2010) stressed in their study that younger employees had stronger intentions to leave as compared to their older or mature counterparts. Therefore, age has a relationship with both organisational commitment and turnover intention.

The results of the study conducted by Aydogdu and Asikgil (2011) showed that there's a positive relationship between job satisfaction and affective organisational commitment and this was confirmed by regression analysis. Regression analysis reflected a significant and positive relationship between affective commitment and internal - external job satisfaction. This shows a direct proportion with job satisfaction and affective organisational commitment. The results also reflect that the negative relationship exists between affective commitment and turnover intention.

Chen (2006) indicates that high turnover is an important issue for organisations, and if not managed effectively can lead to a lack of competitiveness by organisations. Previous research has indicated that organisational commitment and job satisfaction are associated with turnover intention (Abbasi, & Hollman, 2000; Teeraprasert, et al., 2012). In a study conducted by De Gieter, Hoffman and Roland (2011), on the relationship that job satisfaction and organisational behaviour and nurses' turnover, the findings indicated that job satisfaction and organisational commitment were significantly related to nurse turnover intentions. The more nurses are satisfied with their jobs and feel committed to the hospital, the lesser their intentions to leave (De Gieter et al., 2011). Kim, Leong and Lee (2005) also found that the perceived level of job satisfaction and organisational commitment has a negative relationship with the employee's intention of leaving among nurses. When analysing the effects of basic turnover antecedents on the hospital nurses, both job satisfaction and organisational commitment were significantly related to nurses' turnover intentions.

The findings of a study done in the Pakistan public sector organisation indicate that there is a negative relationship between turnover intention and job satisfaction. If an employee is satisfied with his/her job he/she would hardly think about quitting. Satisfied employees will have a lower intention to leave.

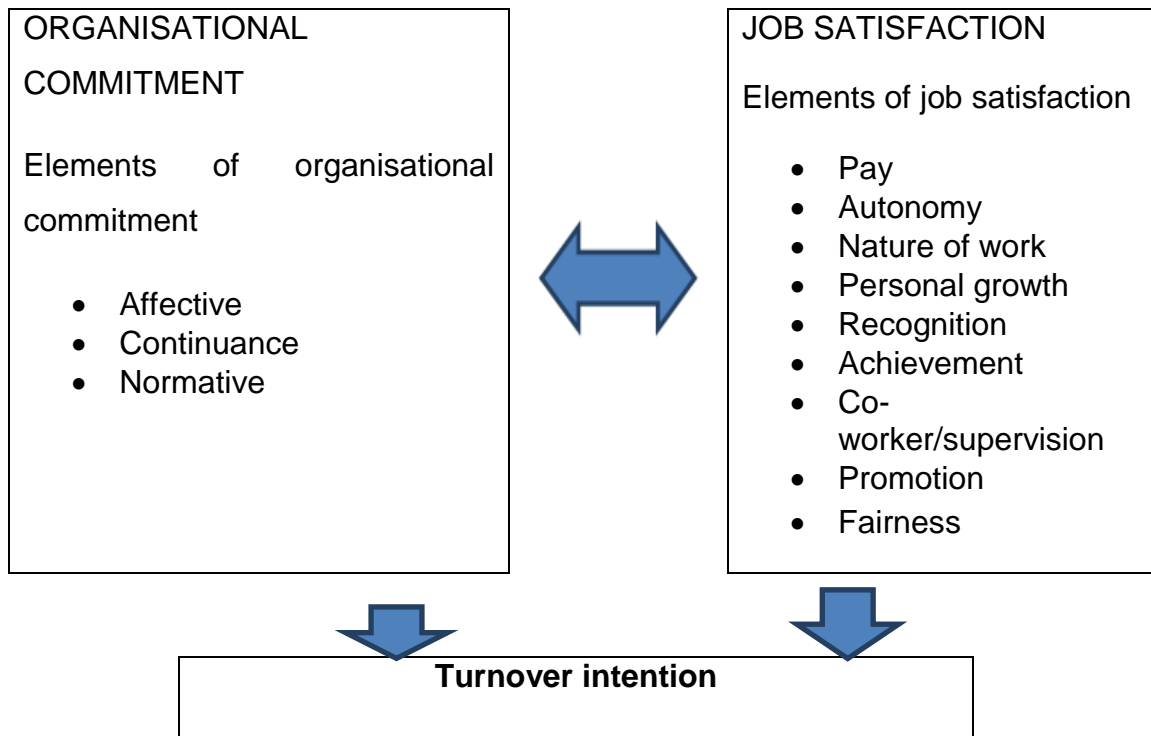
They become productive and creative for organisation(Maqbool & Murtaza, 2012). The results are consistent with what other researchers have found that a negative relationship existed between job satisfaction and turnover intention. Employees who are not satisfied are more likely to leave an organisation than satisfied ones and it was established that job satisfaction is one of the antecedents of organisation commitment (Baumeister & Bushman, 2010). This implies that satisfied employees are more committed and more likely to stay in the organisation than the less satisfied. Samad and Yusuf (2012) have also stressed that job satisfaction is one of the reasons for employee's intention to leave the organisation.

In a study conducted among flight attendants it was discovered that wage, marital status, normative commitment, continuance commitment and the job itself were major factors affecting flight attendants intention to leave. The findings revealed that job satisfaction and organisational commitment have a negative association with turnover intention (Chen, 2006).

The literature above provided an insight into and indicated the existence of the relationship between organisational commitment, job satisfaction and turnover intentions. It is the aim of this study to replicate some if not all of the findings in a South African government Department.

1.3.5 Conceptual framework

Figure 1.1 below presents a schematic representation of the conceptualised relationship between the independent variables (organisational commitment and job satisfaction) and the dependent variable, turnover intention. Both variables are related to employees' turnover intentions (Maqbool & Murtaza, 2012). There also appears to be a relationship between organisational commitment and job satisfaction.



1.4. PURPOSE OF THE STUDY

1.4.1. Aim

The aim of the study was to determine how organisational commitment and job satisfaction are related to the turnover intentions of employees of the Department of Rural Development and Land Reform, Limpopo Province.

1.4.2. Research objectives

- To measure levels of organisational commitment.
- To measure levels of job satisfaction.
- The measure turnover intentions
- To measure and explain the nature and direction of the relationship among organisational commitment levels, job satisfaction levels and turnover intentions.
- To measure and explain the relationship between organisational commitment and job satisfaction.

- To recommend possible interventions to manage the relationship between the three variables of interest in a public sector organisation.

1.4.3. Hypotheses

The main conceptual hypothesis is as follows:

Organisational commitment and job satisfaction are related to turnover intention.

The secondary conceptual hypotheses are as follows:

- There is a relationship between organisational commitment and turnover intention.
- There is a relationship between job satisfaction and turnover intention.

1.5. RESEARCH METHODOLOGY

1.5.1. Research design

A cross-sectional survey design was used to collect data. This type of research design falls within the quantitative research paradigm, it is non-experimental and retrospective in nature, and primary data was collected (Martin, 2007). Independent variables were not deliberately controlled. A survey design allows researchers to gather information population characteristics such as age, income, and gender as well as other variables of interest. Surveys can be conducted using any mode of data collection, including telephone interviews in which landline telephones or cell phones numbers are used, face-to-face interviews, mailed questionnaires, electronic mail and Web data collection. In this study the researcher used mailed questionnaires as well as hand distributed questionnaires.

1.5.2. Sampling and sampling methods

Sampling was not necessary as questionnaires were distributed to all employees via e mail so that they had the opportunity to complete them on the computer or to print and complete them manually.

1.5.3. Data collection methods

Instruments

The researcher made use of a structured questionnaire format.

- Organisational Commitment Questionnaire

This instrument was developed by Allen and Meyer (1997). The questionnaire measured three dimensions of commitment, namely, affective, continuance and normative organisational commitment. Each scale comprised of six items. This instrument was used in a study by Dockel, Bason and Coetzee (2006) and its reported internal consistency reliability estimates (Cronbach's alphas) were: for affective commitment (0.82), continuance commitment (0.74) and normative commitment (0.83). Responses were made on a 7-point scale (1=strongly disagree to 7=strongly agree) and were averaged to yield a composite commitment score for each respondent (Dockel et al., 2006).

- The Minnesota Satisfaction Questionnaire (MSQ)

This questionnaire was originally developed by Weiss, Dawis, England and Lofquist (1967). It contained 100 items in the long form and 20 items in the short form. The short form consisted of three scales: intrinsic satisfaction, extrinsic satisfaction, and general satisfaction (Martin, 2007). The Minnesota Satisfaction Questionnaire with 20 items was used in this study and included a demographic section (academic background, title, gender, age, marital status, length of service in present organisation) in the questionnaire. Cronbach's a coefficient was used to evaluate the internal consistency of MSQ. In studies where it was used it has achieved an alpha coefficient of 0.90, indicating high scale reliability (Alniacik, Cigerim, Akcin & Bayram, 2011).

- Turnover Intention Questionnaire

This questionnaire was developed by Roodt (2004). It consists of 1 item on a five point Likert scale (e.g. 'never' 1 to 'always' 7). In a study by Aladwan, Bhanugopan and Fish (2013) a Cronbach Alpha of 0.91 was obtained indicating a highly acceptable reliability.

1.5.4. Data presentation and analysis methods

Pearson-product moment correlations were used to analyse the data to allow for the identification, direction and strength of the relationship between the variables of interest. The Statistical Package for the Social Sciences (IBM SPSS Statistics (Version 22) was used as a tool to analyse the data collected from the participants. Figures and tables were used to present the data. The demographic data was presented as percentages.

1.5.5. Reliability, Validity and Objectivity

Spector (2005: 69) indicates that people's judgments are imperfect, so it is important to determine how reliable and valid each information analysis is for this study. The following methods are used to check the reliability and validity of the study:

- The distributed questionnaires were collected directly from participants or they sent them via e mails directly to the researcher.
- The completion of the questionnaires was voluntary and questionnaires were completed anonymously.

The instruments used have all been deemed to be reliable and valid.

1.6.6. Bias

Respondents were assured of anonymity and that probably affected the response rate of respondents.

1.6. ETHICAL CONSIDERATIONS

During the collection of data the respondents answered the questions voluntarily without any one forcing them. Respondents were informed that only grouped data will be used for research purposes only. Confidentiality was maintained at all times and the respondents were informed in a cover letter that no individual information would be given to organisational management or their immediate supervisors.

The following ethical issues were attended to: All subjects involved in the research were volunteers, sufficient information about the study was provided to ensure that risks and benefits were understood, no participants were compensated for their participation in the study, and participants could have withdrawn at any time if they so wish. All literature sources of the information were acknowledged and the researcher made sure that the privacy of the respondents was respected by not asking the participants to provide their names.

1.7. SIGNIFICANCE OF THE PROPOSED RESEARCH

Arendolf (2013) indicated that for the government to succeed, thorough research has to be done on the correct approach for skills retention in South African industries. By conducting the right type of research, organisations will be able to reduce turnover intention by keeping employees satisfied and committed thus prolonging their stay.

This study could assist government in its quest of achieving its objectives of employment facilitation. This could be done by understanding the relationship between commitment, job satisfaction and intention to leave. It's not good for an organisation to lose its valued or experienced employees as it affects the implementation and achievements of goals. The costs associated with replacing employees and training is huge and it could be minimised by the implementation of research recommendations.

The intention of this study was to investigate the job satisfaction, organisational commitment and turnover intentions of employees at the Department of Rural Development and Land Reform in Limpopo Province. The research could potentially benefit both employees and management of the organisation as it will give them an idea of whether or not employees are considering leaving their employment, and to check whether they are satisfied and committed. This study could potentially provide employees with a chance to give individual perceptions of their work and the organisation. This could potentially enable the organisation to identify which areas they need to strengthen or improve.

1.8. CONCLUSION AND LAYOUT OF CHAPTERS

This chapter is regarded as the opening chapter as it provided what is entailed in the whole study. It gives an overview or the layout of the whole. This chapter provided the following:

- Introduction and Background
- Problem statement
- Theoretical framework
- Purpose of the study
- Research methodology
- Ethical consideration
- Significance of the proposed research
- Conclusion and layout of chapters

The other chapters will be presented as follows:-

Chapter 2: Literature review

This chapter's purpose is to further describe the concepts of organisational commitment, job satisfaction and turnover intention and the relationship between these variables.

Chapter 3: Methodology

This chapter will provide information on the research design, population of the study and sampling, demographic variables, data collection instruments, data gathering procedure, hypotheses, data analysis and finally ethical consideration.

Chapter 4: Results

The purpose of this chapter is to present the results of the study. The results are presented using the following headings introduction, research results and overview of research findings.

Chapter 5: Discussion and interpretation

This chapter's purpose is to interpret the results presented in chapter 4. The chapter provides an introduction, research design and method, summary and interpretation of the research findings, recommendations, limitations of the study and finally concluding remarks.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

This chapter is about the concepts of the study being the organisational commitment, job satisfaction and turnover intention. This will also provide an overview of the literature relating to the concepts. People employed in an organisation consist of managers and subordinates and these people are responsible for the mission and vision of an organisation. The duty of the subordinates is to carry out the tasks designed to achieve the vision of the organisation (David, 2009:85).

The chapter will outline organisational commitment definitions, different approaches to organisational commitment, models of organisational commitment, drivers of organisational commitment and factors influencing organisational commitment. Organisation commitment is followed by job satisfaction and its aspects such as the different definitions of job satisfaction, job satisfaction vs. job dissatisfaction, factors influencing job satisfaction, theories of job satisfaction, and consequences of job dissatisfaction. Turnover is discussed with its aspects which includes the definitions and causes. The relationship amongst the variables of the study will be discussed as well as the South African experience with organisational commitment, job satisfaction and turnover intention.

2.2. ORGANISATIONAL COMMITMENT

Sial, Jilani, Imran and Zaheer (2011) indicated that organisational commitment has become one of the important concepts dating back from 1970's. Even though there are various definitions associated with it, they all share a common theme in that organisational commitment is considered to be a bond linking individuals to the organisation (Noordin, Rahim, Ibrahim & Omar, 2011).

2.2.1. Definition of organisational commitment

Shahnawaz and Jafri (2009) defined organisational commitment as the nature of the employee's attachment, identification and involvement in a particular organisation. This definition is close to that of Wood, Zeffane, Wiesner and Creed (2010) that proposed that organisational commitment is the extent to which one identifies with and is involved in an organisation. Alniacik, Cigerim, Akcin & Bayram (2013) defined organisational commitment as the extent to which a person strongly identifies with the organisation and feels part of it. All the above mentioned definitions share similarities in that they are all about involvement and identification with the organisation. In this instance identification is referred to as attachment based on an interest or desire to be part of the organisation it occurs when an individual accepts influence to establish or maintain a satisfying relationship, while involvement means that employees are engaged in matters affecting the organisation and take part.

Baumeister and Bushman's (2010) definition added psychological attachment to the organisation. All of the above, including the Baumeister and Bushman's (2010) definition have actually defined organisational commitment using affective commitment which is one of the three component model of organisational commitment. Aydogdu and Asikgil(2011) defined organisational commitment as the preparedness to put in effort on the organisation's behalf and an intention to stay with the organisation for a long time. These authors also indicated that it is very difficult to separate commitment from intention to stay in the organisation.

2.2.2. Approaches to organisational commitment

Different approaches to organisational commitment have been developed by various scholars over the years. Early authors such as Stevens, Beyer, and Trice (1978) suggest that the different organisational commitment conceptions be divided into two categories with other being exchange approaches and the other psychological approaches. With exchange approaches organisational commitment is regarded as a result of contributions transactions between the

organisation and employees (Stevens et al., 1978). Porter and Smith (1970) indicated that the exchange-based conception of commitment is a more active and positive orientation toward the organisation. The psychological approach is seen as the process where an employee identifies and dedicates one's own time and efforts to the achievement of organisation's goals.

2.2.2.1. Exchange approaches

The exchange approach comprises of two approaches, namely the behavioural and attributions approaches.

- Behavioural Approach

The behavioural approach is derived from Becker's (1960) work. This is known as the exchange-based or side-bet theory (Becker, 1960) and holds that individuals are committed to the organisation as far as they hold their positions and accumulate better benefits. This is because the cost of leaving the organisation is huge as compared to them staying with it. As a result they may decide to stay with the organisation. According to Blau and Boal (1987), commitment of employees to the organisation is due to the benefits associated with staying in the organisation as compared to the available alternative opportunities and costs to leave. This approach is all about the benefits that one receives from the organisation. As a result they stay with the organisation because they want to receive interesting benefits associated with remaining in the organisation.

Organisational goals are not regarded as important to employees. To them it's about benefits received from organisation alone. One will argue that based on the benefits associated with staying with the organisation employees will improve their performance and assist the organisation in achievements of goals. This approach is similar to the three component model with specific references to continuance commitment. Social exchange perspective proposes that employee's behaviour is the result of an exchange relationship. According to Deluga (1994), exchange relationships can be categorised as either economic or social.

- Attribution Approach

This approach is based on individual attitudes which results in the attribution of commitment. This approach is regarded as a moral or attitudinal approach in which the individual behaviour towards the organisation is guided by individual emotions. It has nothing to do with rewards or benefits from the organisations. Employees feel attached to the organisation not because of what the organisation offers in terms of benefits, they feel part of the organisation and identifies with it (Johnston & Snizek, 1991).

This approach is associated with Etzioni model because of its moral or attitudinal approach which Etzioni called affective/value rationality in (Johnston & Snizek, 1991). The individual show active participation and affective participation towards the achievements of organisational goals, they put the organisational ambitions before personal ones. (Bar-Hayim & Berman, 1992).

2.2.2.2. Psychological Approach

Cohen (1999) indicated that organisations had to ensure that its employees understand the importance of commitment to their work world, commitment to the organisation and its values and goals, commitment to one's occupation and commitment to one's career, and a strong work ethic.

This approach looks at commitment as an attitude toward the organisation that which attaches the identity of the person or employee to the organisation. This approach is characterised by three components which are identification with the goals and values of the organisation, the high involvement in organisational work activities and the strong desire to maintain membership in the organisation (Porter, Steers, Mowday & Boulian, 1974; Steers, 1977).

2.2.3. Models of organisational commitment

The following models were developed as a way of trying to understand organisational commitment.

2.2.3.1. O'Reilly and Chatman's model

This model is associated with the psychological approach given that they both emphasise the issue of psychological attachment to the organisation. O'Reilly and Chatman (1986) model is based on the assumption that commitment represents an attitude toward the organisation. According to O'Reilly and Chatman's (1986) in Cohen (2007), their approach is built upon what they portrayed as the problematic state of commitment research, namely the failure to differentiate carefully among the antecedents and consequences of commitment on the one hand, and the basis for attachment on the other. Their definition of commitment is the psychological attachment felt by the person for the organisation, reflecting the degree to which the individual internalises or adopts the characteristics or perspectives of the organisation. O'Reilly and Chatman (1986) indicate that the employee's psychological attachment can reflect varying combinations psychological foundations. O'Reilly and Chatman (1986) further argued that commitment can take on three forms.

Compliance: This occurs when employees/individuals adjust their attitudes and adopt corresponding behaviours in order to gain specific rewards.

Identification: This one happens when an individual/employee accepts influence to establish or maintain a satisfying relationship within an organisation.

Internalisation: This occurs when influence is accepted because the attitudes and behaviours of an employee are being encouraged to adopt are corresponding with existing values of the organisation.

Although O'Reilly and Chatman (1986) presented an interesting approach to commitment, for unclear reasons and because of its questionable implementation, few researchers have followed this approach. Researchers such as Vandenberg and Self (1993), Bennett and Durkin (2000), Mathieu and Zajac (1990), Meyer and Herscovitch (2001) criticised this model and they all agreed that it contributed nothing beyond the explanations already captured through the organisational commitment questionnaire. They also believe its

compliance dimension does not really reflect psychological attachment to the organisation.

2.2.3.2 Morrow's major commitments

Five major commitments by Marrow (1983) are identified and she believes that they have influence on each other namely affective commitment to the organisation, continuance commitment to the organisation, work ethic endorsement, career commitment, and job involvement. She further divided them into two groups.

The first group

This form includes protestant work ethic, career commitment and job involvement. Their duty is to examine the commitment that influence work attitude with no relation to the organisation in which the worker is employed.

The second group

Includes commitments that are influenced directly by the organisation in which the worker is employed, including both continuance and affective organisational commitment developed by (Allen & Meyer, 1993).

The results of Cohen's (2003) study were consistent with Morrow's first contention that each of the five commitment forms is an independent construct. No empirical support was found for Morrow's model regarding the interrelationships among the commitment. the reason for rejecting Morrow's model is the role of job involvement as they suggests that job involvement is more situation-affected than any other commitment form and is therefore the original variable.

Cohen (1999) indicates that Morrow's model concentrates on the positioning of and the conceptual differences between commitment forms. This model does not explain why and how each is related to the other which makes it difficult to apply.

2.2.3.3. Etzioni's model

Etzioni (1961) described organisational commitment as the positive involvement of an individual to an organisation. Etzioni's model emphasises that there are three dimensions of organisational commitment namely negative, neutral and positive commitment. Negative commitment, is when employee does not feel commitment to the organisation, she/he feels obligated to become a member of the organisation. While with the 'neutral commitment', the employee show the commitment level based on his salary meaning that he/he equate the amount of work to salary. However, with 'positive commitment' the employee wants to stay in the organisation primarily due to the fact that he has adopted the organisation's objectives (Balay, 2000).

Etzioni (1961) further identified three kinds of involvements to explain this concept namely: Alienative involvement, calculative involvement, and moral involvement.

- Alienative involvement:

It is considered a negative involvement and was also considered coercion. This involvement is seen as a basis for organisational commitment in situations where one thinks of an employee's commitment to the organisation is as a result of lack of control over the internal organisational environment or the perceived lack of alternatives for organisational commitment.

- Calculative involvement:

According to Masemola (2011), calculative involvement is a commitment to an organisation which is based on the employee's receiving inducements to match contributions.

- Moral involvement

Moral involvement refers to the degree to which an individual is psychologically attached to an organisation through internalisation of its goals, values and mission

2.3.3.4. Three-Component Model

The three-component model of commitment was developed by Meyer and Allen (1997) and it has dominated organisational commitment research (Meyer et al., 2002). This model of commitment was used by different researchers to predict important employee outcomes, which include outcomes such as turnover, citizenship behaviours, job performance, absenteeism, and to some extent lateness (Meyer et al., 2002). This model indicates that organisational commitment is experienced by the employees in three ways namely: affective, normative, and continuance organisational commitment.

Affective Commitment

Meyer and Allen (1991) defined affective commitment as the employee's emotional attachment to, identification with and involvement in the organisation. Some researchers indicated that people with high level of effective commitment tend to stay with the organisation because they want to not because they are forced (Mowday, Steers & Porter, 1979). This type of commitment can be defined in three dimension namely a strong belief in and the acceptance of the goals and values of the organisation; the disposition to make considerable efforts for the benefit of it; a strong desire to remain a member of the organisation. However there are some researchers who believe organisational commitment is less relevant in the contemporary workplace. Savickas, et al (2009) as well as Marow (2011) study has shown that affective commitment, or psychological attachment, of employees remains important for business leaders if they are to attract, motivate and retain key talent. (Solinger, et al., 2008) indicated that affective commitment appears to be a highly reliable and valid construct capable of capturing an employee's emotional attachment to and identification with, an organisation. Moreover, affective commitment has been linked to several significant individual behaviours relevant to the success of organisations, including greater job satisfaction, job involvement, and occupational commitment, as well as lower levels of employee turnover and absenteeism (Meyer et al., 2002; Yun, Takeuchi, & Liu, 2007).

Continuance Commitment

Meyer and Allen (1984:375) define continuance commitment as “the extent to which employees feel committed to their organisations by virtue of the costs associated with leaving” .This type of commitment is based on the material and psychological costs associated with employees leaving the organisation. People with such a commitment tends remain in the organisation because they are bound to or as a result of benefits and advantages they could lose if they leave their organisations. Such employees stay with the organisation not because they want but due to benefits they received from the organisation such as bonuses and vacations.

According Meyer and Allen, (1997) continuance commitment comprises of two components. The first component is based on high personal sacrifices associated with leaving the organisation, while the second one is based on perceptions that few there are only few employment alternatives exist. With regard to intention to leave or intention to stay, Luchak and Gellatly (2007)'s results show that as continuance commitment increases, the intention to leave decreases; however, this decrease is not linear, as stagnation occurs beyond moderate levels of continuance commitment. This means that as employees experience stronger continuance commitment, the intention to leave decreases, but it is limited to a certain level

Normative Commitment

This type of commitment is based on the feeling of obligation towards the organisation. Employees feel obligated to stay in their organisations because of social norms or the person's moral belief that is right or moral not to leave the organisation. There is a feeling that they owe the organisation. Several aspects that makes an employee want to stay with the organisation include cultural and homely socialisation (Brown, 2003). According to Meyer et al., (2002), affective commitment was associated more strongly with the following which includes job performance, organisational citizenship behaviour and cognitions of withdrawal than both continuance and normative commitment. Morrow (2011) indicates that

organisational support increases the affective commitment of employees in the long term.

This model is the most popular of all the models when it comes to the conceptualisation of organisational commitment. It is regarded as the dominant model in organisational commitment research (Benstein, Vandenberg, Vandenberg & Stinglhamber, 2005; Cohen, 2003). Some scholars have argued that its empirical inconsistencies do not derive from defective implementations but rather from deeper rooted problems regarding the basic factors (Ko, Price & Mueller, 1997). The authors indicated that from theoretical analysis of the model is its inconsistency and that affective, normative and continuance commitment cannot be considered as components of the same attitudinal sensation. The researchers continued to criticise the model even after Meyer and Herscovitch (2001) proposed that three component be interpreted in motivational rather than attitudinal terms and researchers concluded that this reinterpretation fails to resolve the basic inconsistency. They concluded that three component model is in fact a model for predicting turnover.

Practical criticism of the three component model has mainly revolved around two issues with one being the position of continuance commitment as an element of the overall commitment concept and the relation between normative and affective commitment (Cohen, 2003; Meyer et al., 2002). Continuance commitment generally relates slightly negative or not at all with affective commitment together with important work-related outcome variables such as organisational citizenship behaviours, performance, turnover intention, and employee well-being (Cohen, 2003; Meyer et al., 2002). 'Although we are not the first to criticise three component model, our conceptual analysis has demonstrated that the three component model suffers from a basic shortcoming that cannot be repaired by modifications of measurement or by reinterpreting the "common ground" in motivational terms' (Solinger, Olffen, & Roe 2008:20). Solinger, et al. (2008:20) believe that their article have shown that the three component model does not qualify as a general model of organisational commitment, as it suffers from a theoretical inconsistency and hence a lack of

clear practical support. They also suggested that three component models might be retained to predict employee turnover, and should not be used as a general model of organisational commitment. They further proposed that it is better to return to the original understanding of organisational commitment in line with the predominant practice in research and accept organisational commitments as an attitude towards the organisation.

The model will be used in the study not because of its popularity but the way organisational commitment is defined with its three different concepts namely a strong belief in and acceptance of organisation's goals and values, a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership of the organisation

2.2.4. Drivers of employee commitment

Three drivers (1) trust (2) fairness and (3) concern for employees were identified by Bragg (2002) as having an influence on employee's commitment. These become the responsibility of employers to ensure that the three drivers identified are practiced to every employee's satisfactory.

2.2.4.1. Fairness

Fairness implies the elimination of one's feelings, prejudices and desires to achieve a proper balance between conflicting interests (Bragg, 2002). This implies that fairness should be seen to be practiced irrespective of relations at work. Coetzee (2005) urged that employers need to pay competitive wages, create and administer policies that are unbiased, offer competitive benefits, provide timely, accurate and useful performance appraisals, promote the most qualified employees and develop employees by providing opportunities for growth. Friend, Danny, Bellenger and Boles (2009) indicated in a study that organisational fairness is a measure of perceived equity. This means that the higher organisational fairness, the higher the degree of commitment.

Affording employee an opportunity to state their concerns plays an important role in ensuring interactional justice. When the treatment of employees is similar

in an organisation the employees tend to feel valued by the organisation. As a result they commit to the organisation for longer period. Van den Bos, Lind and Wilke (2001) argued that fairness judgments are formed quickly, easily become entrenched and they are key in decision making.

2.2.4.2. Trust

Coetzee (2005) indicated that trust is something that organisations need to take serious and it starts with the employers who needs to create an environment of trust. The researcher further stressed that if employers wish to develop and maintain trust they should be consistent, maintain confidences, be a role model of behaviour, encourage employee involvement, allow people to make decisions that affect their work. Watson and Papamarcos (2002) indicated that trust in management positively and significantly influences organisational commitment of employees. Lanphear (2001) stressed the important role supervisors and managers play in building employee commitment .the researcher believe high-quality managers are one of the principal factors in retaining high-quality employees. Coetzee (2005) indicates that effective managers inspire loyalty, trust and admiration.

2.2.4.3. Concern for employees

According to Coetzee (2005) employees should be regarded as people, not factors of production. This meant that they should be taken care of and he further argued that employers should provide job security as far as possible, train and develop employees, be flexible to accommodate employee issues, be open and honest and allow employees to have a life outside work. In a study conducted by Madigan and Dorrell (2000), it was discovered that 15 percent of employees feel that their organisation performs below expectation in providing a safe and secure workplace.

It is believed that today's employees have a strong sense of self-worth as they recognise their value, and want their employers to as well. In the years ahead, businesses will discover that their greatest returns will be earned by making strategic investments in their human capital. Organisations that listen to their

employees and build a committed workforce will have a distinct competitive advantage (Coetzee, 2005).

2.2.5. The factors that influence organisational commitment

Personal Factors: personal factors are divided into two variables namely demographic variables. Demographic variable includes gender, age, educational level and race while the dispositional variables include values, interest and personality. Research has revealed that overall relations between demographic variables and affective commitment are neither strong nor consistent (Aydogdu & Asikgil 2011). Meyer & Allen (1997) indicated that personal characteristics such as age, years of employment or service and gender can affect organisational commitment of employees. Baron and Greenberg (1993) stated that employees who are older in an organisation, those with tenure or seniority, and those that are satisfied with their levels of work performance they tend to report high levels of organisational commitment than others. Older people are seen to be committed to the organisation than other age groups.

Gender is one other personal characteristic that may affect organisational commitment (Meyer & Allen, 1997). However, gender differences in commitment are due regarded as a result of different work characteristics and experiences that are linked to gender (Mathieu & Zajac, 1990).

Role Related Factors: Role related variables include role ambiguity and role conflict which were found to correlates negatively with organisational commitment. Mathieu and Zajac (1990) stated that it can be concluded that role ambiguity; conflicts and the stress caused by these uncertainties influence the degree of organisational commitment. According to Curry, Wakefield, Price and Mueller (1996), unclear job role may lead to lack of organisational commitment while promotional opportunities can also enhance or diminish organisational commitment.

Work Experiences: In a study by Mathieu (1991) work experience variables had the strongest and consistent correlations with affective commitment and

commitment commonly related with satisfaction and satisfaction's effects on commitment was more.

Cultural Factors: Randall and O'Driscoll (1997) in different countries demonstrated that personal characteristics like age, tenure, gender and education were highly significant in determining organisational commitment in countries such as England, Israel, although they were insignificant in Canada. The relation of participation and peer cohesion with commitment was consistent in all countries studied. This means that these results will definitely differ from country to country or cultural background to cultural background.

Performance at Work: Performance such as attendance at work, performance of assigned duties, organisational behaviour can be assessed. In addition, assessment of performance can be obtained from several sources such as the employees themselves, their supervisors, and output measures such as sales or production.

Withdrawal Intentions: Personnel retention has consistently been viewed as an important consequence of organisational commitment because of its financial implications or productivity. When organisational commitment of personnel is low, they do not put any effort to do their jobs and they have low motivation (Aydogdu & Asikgil 2011).

Absenteeism: Studies done to support research done by Aydogdu and Asikgil (2011) show that there is a negative relationship between absenteeism and organisational commitment, which indicates that personnel who have lower level of organisational commitment are likely to be absent from work.

Turnover: There is a negative relationship between turnover and organisational commitment which highlights that the lower the organisational commitment the higher the turnover (Aydogdu & Asikgil, 2011).

Recruitment and Selection, Performance Appraisal, Promotions and Management Style

Recruitment and selection, performance appraisal, promotions and management style have also been identified as factors that influence organisational commitment. (Meyer & Allen, 1997). Metcalfe and Dick (2001) concluded in their study that the low level of organisational commitment could be results of inappropriate selection and promotion, which leads to the managerial style and behaviour that associates negatively on organisational commitment employees.

Employment opportunities

The availability of career advancement in terms of employment opportunities can affect organisational commitment and those employees who strongly believe that they stand a good chance of finding another job may become less committed to the organisation. This means that where employment opportunities are lacking, employees tends to be highly committed to the organisation, as a result, membership in the organisation is based on continuance commitment due to that employees are comparing the risks of remaining and leaving the organisation, they weigh their options looking at what they will lose if the leave. (Meyer & Allen, 1997).

Positive relationships

Supervisory relationship is important in the organisation as it can affect the organisation positively or negatively. A positive supervisory relationship depends on how work-related practises such as performance management are being implemented in the organisation whether they are being implemented fairly or unfairly .however when individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organisation (Benkhoff, 1997). Work relationship such as such as teams or groups, can affect organisational commitment.

Organisational structure

The way organisation structure itself plays an important role in organisational commitment. An organisation that is Bureaucratic tends to have a negative effect on organisational commitment. The removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organisation (Zeffanne, 1994).

Management style

Griffeth, Hom, and Gaertner (2000) indicated that the way managers manage the organisation affects the organisation negatively or positively. A type management or the style that involves employees in decision making help to satisfy employee's interest for empowerment and demand for a commitment to organisational goals. In addition the researchers stated management style that is flexible and participatory can positively enhance organisational commitment of employees in the process keeping them at the organisation.

2.3. JOB SATISFACTION

2.3.1. Job satisfaction as a concept

Bassett (1994) cited in Pietersen (2005) indicated that job satisfaction is a multidimensional, enduring, important and much researched concept in the field of organisational behaviour. The study reflects that the concept is an outgrowth of the human relations movement that began with the classic Hawthorne studies in the late 1920's. This was supported by Teeraprasert, Piriyaikul and Khantanaphad (2012:555) who state that job satisfaction is one of the widely discussed topics of employee's behaviours at work. Like any other variable job satisfaction is a phenomenon that has been researched by many researchers in different countries, organisations and different government Department (Martin, 2007).

The importance of job satisfaction to human beings is a phenomenon that has been widely studied and the popularity of this field of study; however there is a

lack of consensus as to what job satisfaction is and how the job satisfaction of employees should be assessed (Qasim & Syed, 2012).

Martin (2007) indicated successful business organisation normally considers the average employees as the primary source of productivity gains and for such organisation, satisfied employees are the assets. This organisation will utilise their resources to ensure that employees are satisfied. Success can be attributed to the relevance of job satisfaction to the physical and mental well-being of employees (Hoole & Vermeulen, 2003).

Literature indicates that a lack of resources, support systems influences job satisfaction negatively (Howard & Johnson, 2004; Peltzer, Shisana, Zuma, Van Wyk & Zungu-Dirway, 2009; Castro, Kelly & Shih, 2010; Strydom, Nortjé, Beukes, Esterhuysen & Van Der Westhuizen, 2012). Some of the key elements with regard to job satisfaction are that they have relations with other variables such as turnover and absenteeism (Mbah & Ikemefuna, 2012). Employee job satisfaction has influence on employee turnover in organisations. The implication of this is that the extent to which an organisation is able to retain its employees depends on the level of job satisfaction of these workers (Mbah & Ikemefuna, 2012).

Gathungu and Wachira (2013) argued that job satisfaction is vital not only for employees but employers as well as it increases productivity and decreases employee turnover. This was supported by Syptak, Marsland and Ulmer (1999); Hinks (2010) who indicated that, job satisfaction is an important element in a work situation and has been associated with improved performance as well as increased commitment to the organisation.

2.3.2. Definitions of job satisfaction

Gathungu and Wachira (2013:03) define job satisfaction as a 'positive orientation of an individual towards the work role which he is presently occupied'. On the other hand Spector (2007: 2) defined it as 'how people feel about their jobs and different aspects of their jobs' and Locke (2008: 316) defined it as 'the pleasurable emotional state resulting from the appraisal of

one's job as achieving or facilitating the achievement of one's job values'. Bergh and Theron, (2009:151) defines job satisfaction as a degree to which the employee is satisfied and happy with the job.

The definition by Spector (2007) is based on psychological, physiological and environmental circumstance and how people feel about their jobs. For the purpose of this study the researcher will use Berg and Theron (2009)'s definition as it focuses on positive reactions towards the job.

Job satisfaction vs. Job dissatisfaction

Merriam-Webster, online, (2013) indicated that the term dissatisfaction denotes an emotion felt when one's expectations are not met. This is supported by Saari and Judge (2004), who argue that an employee's attitudes towards her or his work are either positive or negative. Therefore if workers have negative attitudes towards their work, they are then said to be dissatisfied.

Mbah and Ikemefuna (2012) stressed that the inability of employees to achieve their needs will amount to dissatisfaction and that people with a high level of job satisfaction holds positive attitude toward the job while the person who is dissatisfied with the job holds negative attitude about the job. However, in a study by Arendolf (2013) it was indicated that employees can minimise dissatisfaction and serve as a point of departure for motivation. On the other hand, satisfying motivator needs which are related to job tasks, job content and intrinsic aspects of the job can lead to job satisfaction, but the absence thereof cannot lead to job dissatisfaction Robbins, Odendaal, & Roodt (2003: 253) indicated that contrary to popular believe the opposite of satisfaction was dissatisfaction, it was discovered not to be correct. The opposite of satisfaction is not dissatisfaction (Robbins, et al., 2003: 253).

The results of the studies reflected that the opposite of satisfaction is no satisfaction and the opposite of dissatisfaction is no dissatisfaction. This was based on the study on the Herzberg theory on hygiene factors and motivational factors. The study focused on job satisfaction not dissatisfaction the reason being that the research is about how employees perceive their job satisfaction

not why they are dissatisfied with their jobs. For the purpose of this study the researcher will use Berg and Theron (2009)'s definition as it focuses on positive reaction towards the job.

2.3.3. Factors influencing job satisfaction

Grobler et al., (2007) indicates that job satisfaction is influenced by an expectation that is not met by the employer as a result the following factors

- Wages and Salaries

Wages and salaries refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable after performing a task at work over a certain period(Bull,2005). However, it is believed that remuneration and earnings are a cognitively complex and multidimensional factor in job satisfaction. Luthans (2005) indicated that salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people. Old studies such as that of Voydanoff (1980) have shown that monetary compensation is the most important variables when explaining job satisfaction.

In a study by Olivier and Venter (2003) amongst teachers, results revealed that teachers were not satisfied with their salaries, especially taking into account the after-hours input their jobs demand from them and how negatively their salaries compare with those of people in the private sector and other government Departments. In research by Altinoz, et al. (2012)it was revealed that talented employees enter the working environment to satisfy the material, social and psychological needs. For this reason, the wage is seen as an important job satisfaction tool to meet the material needs of the individual.

In a study conducted by Tshitangano (2013) on factors that contribute to public sector nurses' turnover in Limpopo Province of South Africa the majority of respondents (78.7%) were not satisfied with their salaries. The results were supported by Minnaar, Reid, and Naidoo (2008) whose study revealed that nurses were least satisfied with the factor to do with pay prospects. These

findings confirm those of previous studies which reported that registered nurses worldwide had the lowest satisfaction with pay, benefits or incentives. It has also reflected that in South Africa pay-related issues dominated as the main problems at work; as such it seems likely that the OSD (occupational specification dispensation) did not make things any better in Limpopo Province.

- Promotion Possibilities

It is believed that employee's opportunities for promotion are also likely to exert an influence on job satisfaction. Robbins (1998) in Bull (2005) maintains that promotions provide opportunities for personal growth, increased responsibility, and increased social status. This factor is considered to be one of the those factors that meet the psychological needs of the employee (Altinoz, et al., 2012)

Drafke and Kossen (2002) indicated that many people experience satisfaction when they believe that their future prospects are good. Promotion provides an opportunity for advancement and growth in their current workplace or enhances the chance of finding alternative employment. However employees who feel they have limited opportunities for career advancement, their job satisfaction may decrease (Bull 2005). In a study by Tshitangano (2013) it was found that nurses were more dissatisfied with lack of promotions and career development opportunities as compared to salaries. These findings are consistent with previous studies that mentioned that lack of career development and professional status play a role in nurses' job satisfaction.

- Interaction with Peers

Altinoz, et al.,(2012) stressed the importance of relationships in the business environment as an important factor that determines the level of job satisfaction of the employees. Having effective relationships with its colleagues and seniors will ensure the employee achieve a sense of job satisfaction. Bull (2005) suggests that job satisfaction is related to employees' opportunities for interaction with others on the job. This means that an individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the group to which he or she belongs. This is supported by

Altinoz, et al., (2012) who indicated interaction with peers is an important factor in job satisfaction. A study in an automobile industry demonstrated that isolated workers disliked their jobs. Similarly, it was found that only 43% of the “isolates” in work groups were highly satisfied with their jobs.

- Good physical working conditions

Altinoz, et al., (2012) stressed that the reputation and image of the institution in which the individual works impact directly on the employee. The employee has a sense of job satisfaction to the extent that he perceives the image and reputation of the institution positively. This factor includes, cleanliness of the working place, lightening, adequate tools and equipment, all this enables employees to carry out jobs easily and comfortably (Altinoz, et al.,2012). Bull 2005 indicated that most teachers were concerned about the inadequate supply of teaching and learning materials and equipment, large classes which they consider an impediment to their desire to assist learners, school buildings being in a dilapidated state, a lack of discipline from learners and extensive teaching loads. This is supported by Tsitangano (2013) indicates that majority of nurses strongly disagreed that they were satisfied with their safety at their workplace which makes the working conditions not so conducive to work in and as a result it will affect the satisfaction of employees. This includes situation where nurses are being assaulted by patients or being raped. Even though this matter is about nurses and their environment it is very much relevant to all organisations employees of all public and private sector needs to feel safe if not they will leave.

- Work itself

Robbins et al. (2003: 77) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results.” Robbins (2005:347) further emphasised that employees prefer jobs that present them with opportunities to execute their competencies on a variety of tasks and that are mentally stimulating. Lacey, Cox, Lorfing, Teasley, Carroll, and Sexton

(2007: 230) states in support of Robinson (2005) that individuals are more satisfied with the work itself when they engage in tasks that are mentally and physically stimulating because jobs that are unchallenging lead to boredom and frustration. However, John (2004: 55) '... is of the opinion that some employees prefer jobs that are unchallenging and less demanding', which includes flexible time, job sharing and shorter work weeks which are quite valued by employees because they can still attend to their hobbies and families (Arnold, Feldman & Purbhoo, 1985).

In a study on teachers done in Transkei the study revealed that overcrowded classrooms, difficult students, a lack of psychological and guidance services, no social workers or support services to assist them with students, contribute to their low levels of satisfaction (Mwamwenda, 1998; Bull, 2005). Research amongst 123 teachers in the former Transkei region indicates that, in relation to pupils, teachers argue that they preferred pupils that were cooperative, motivated and confident. These factors are very important as they assist in determining what influence they have on job satisfaction of employees

- Supervision

Supervision is an important antecedent of employee's job satisfaction (Dupre & Day, 2007). A supervisor who considers his/her subordinates' feelings, well-being, and contributions to the organisation plays an important role in developing job satisfaction among employees (Suma & Lesha, 2013). Hisam (1997) indicated that employees who have supportive supervisors experience higher level of job dissatisfaction than employees without supportive supervisors. (Robbins, 1993) indicated that employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them.

2.3.4. Employee satisfaction theories

- *Hertzberg's two factor theory*

Herzberg and his team explored the relations of fourteen factors on job satisfaction and dissatisfaction in terms of frequency and duration. They used interviews involving critical incident analysis, which at the time was a relatively new method of data collection. When the factors were analysed, they were found to group into two clusters. The results were so pronounced that it was necessary to consider them separately, depending on whether job satisfaction or dissatisfaction was the focus of concern (Basset-Jones & Lloyd, 2005:926). According to Herzberg, sources of satisfaction included a sense of achievement, recognition, the work itself, the opportunity to take responsibility and prospects for advancement. Herzberg and his team indicated that satisfaction with these variables did not correlate with increased levels of job satisfaction (Basset-Jones & Lloyd, 2005:926).

This theory is largely responsible for the practice of allowing people greater responsibility for planning and controlling their work, as a means of increasing motivation and satisfaction. The belief is that when you give people responsibility they tend to stay satisfied. Herzberg, Mausner and Snyderman (1959) indicated that there are two independent sets of factors namely motivational factors and hygiene factors.

Motivational factors

'According to Herzberg, the motivator factors pertain to the job content, they are intrinsic to the job itself and do not result from "carrot and stick incentives"' (Dartey-Baah & Amoako 2011: 2). This theory is not about the physiological need for growth and recognition. The absence of these factors does not prove highly dissatisfying but when present, they build strong levels of motivation that result in good job performance. These factors include; achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility (Dartey-Baah & Amoako, 2011).

Hygiene factors

The hygiene factors are also referred to as the maintenance factors and comprise of the physiological, safety and love needs. These factors are from the Maslow's hierarchy of needs and they are not directly related to the job but the conditions that surround doing the job. They operate primarily to dissatisfy employees when they are not present, however, the presence of such conditions have not been does not necessarily build strong motivation(Dartey-Baah & Amoako, 2011).

Hygiene factors include; company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status. (Dartey-Baah & Amoako, 2011). Herzberg called these hygiene factors, since they are necessary to maintain a reasonable level of satisfaction and can also cause dissatisfaction. This hygiene factors are not direct motivators but are necessary to prevent dissatisfaction and at the same time serve as a starting point for motivation (Huling, 2003).

Herzberg's theory did not define satisfaction and dissatisfaction as being at opposite ends of the same scale. The opposite of satisfaction is not dissatisfaction, but no satisfaction. The opposite of dissatisfaction is not satisfaction, but no dissatisfaction. The problem this theory is that many employers and managers look at the hygiene factors as a way to motivate when in fact, beyond the very short term, they do very little to motivate(Dartey-Baah & Amoako, 2011). They believe managers like to use this approach because the thinking is that people are more financially motivated than they are and it's easy for them to raise or increase salaries as compared to evaluating the actual factors that contribute to job satisfaction.

- *Locke's theory*

Locke's theory of job satisfaction is derived from several concepts developed through study on topics such as goal setting; employee performance and a response to Hertzberg theory (Locke, 1976). This theory emphasises that the

mind and body are very closely related to one another and they can't be separated. On the other hand Herzberg's view of man's nature implies a split between psychological and biological processes of the human make up. However indicates that an event or condition is that which makes the employee to feel satisfied. This theory states that it's through the mind that the human discovers the nature of his/her physical and psychological needs and how they can be satisfied (Locke, 1976: 229).

This theory is about a specific target that an individual tries to achieve or something that an individual attempts to accomplish. However, Bagraim and Werner (2007) argue that having goals can provide satisfaction and motivation to individuals, because it allows them to compare their current performance with the performance required to achieve a particular goal. If employees are not achieving the higher level set by the requirements of the goal they will feel dissatisfied that they are not achieving the higher level of performance and will thus work harder to attain it. This theory by Locke and Latham is another theory that can be used to explain employee satisfaction in the workplace due to its nature of setting goals at the organisation (Toga, 2011).

- Job characteristics model

Robbins (2001:447-449) indicated that the job characteristic model was developed by Hackman and Oldham with their research based on work redesign. This model of satisfaction when linked with organisational commitment it was discovered that although the relationships between various job characteristics and organisational commitment have been examined in many studies, no theoretical models have been proposed to explain why they should be related. Steers (1997) indicated that Hackman and Oldham's (1976) job characteristic model suggest that enriched jobs are likely to yield higher organisational commitment.

This model can be described using five core dimensions as follows

Skills Variety

Skill variety can be explained as the extent to which the job requires several activities and talent (Maniram, 2007). When compared with organisational commitment in a study done on attitude between part time and full time employees the results reflected slight negative correlation between skill variety and commitment. This suggests that aspects of the job may have little association with commitment levels of employees for whom work is a secondary role (Paul, 2010)

Task Variety

This is the extent to which an employee completes a given job/task from the beginning to the end (Maniram, 2007).

Task Significance

This relates to the degree to which the job itself associates with people concerned (Maniram, 2007).

Autonomy

Autonomy is the extent or the degree to which the job provides an employee with a chance to execute his ideas or where an employee is given freedom, independence and power to in the planning and execution of tasks. In a study by Paul (2010) about the relationship between job satisfaction and organisational commitment among the South African police services in Stanger there was a low positive correlation between autonomy and organisational commitment.

Feedback

This model makes use of five core dimensions when assessing job satisfaction. It's about providing clear information in worker evaluation regarding his/her performance (Bergh & Theron, 2009). It is seen as an interactive model because

it enables employees to achieve maximum fit in the work environment. The model asserts that the job should be designed to possess characteristics to enable conditions for high motivation, satisfaction and performance. Its five core characteristics makes it even more interesting, the five core dimensions that influence workers' behaviour and attitude are , skill variety, task identity, task significance, autonomy and feedback. The relationship between core job characteristics and work outcomes is moderated by employees' growth-need strength, knowledge, skill, and context satisfaction, therefore the relationship between core job characteristics and work outcomes may differ (Bergh& Theron, 2009).

- Equity theory

Daft and Noe (2001) indicated that equity theory is a process of job satisfaction that focuses on individuals' perceptions of how fairly they are treated compared to others. The emphasis of theory is on the comparison of existing conditions against some standard by using the relationship between two variables inputs and outcomes. This theory suggests that individuals assign weights to various inputs and outcomes according to their own perception of relative importance as a result the people perceive their treatment as less favourable than that of others with whom they compare themselves, they are likely to be less motivated to perform better (Nkomo, 2014).

According to Ivancevich (2010), equity theory is usually applied in work contexts to explain how an individual's motivation is influenced by his/her perception of how fairly he/she is treated in social exchanges at work different equity theorists expressed that individuals at work must be rewarded according to their actual contribution, implying that those who contribute more at work deserve to have more rewards or privileges than those who contribute less (Abdullah, 2013).

According Abdullah (2013), equity takes place when an individual's outcome to input equals another's outcome to input. In this context output refer to rewards, privileges, or anything of personal value that an individual gets from his/her job which include pay, fringe benefits, training, and status. Inequity is regarded as a

psychological state that arises from individuals' comparisons to others in the workplace (Spector, 2003). This implies that someone receives more than another. As a result inequity in the workplace can be classified into two namely positive and negative inequities. Positive inequity occurs when an individual's output/input is more than another's output/input ratio. Negative equity occurs when an individual's output/input ratio is more than another's output/input ratio (Adams, 1965).

- Expectancy theory

It is believed that the expectancy theory emanates from the earlier work of Tolman (1932), in promotion of the idea that the relationship between stimulus and response is mediated by unobservable variables or cognitions. The theory was further developed by Vroom (1964) and called it the expectancy theory. Vroom(1964) viewed motivation as a mathematical function of three types of cognitions (Spector, 2003). Expectancy theory has been widely used in the organisational behaviour literature with the aim of explaining the human behaviour in organisations (Spector, 2003).Buchanan and Huczynski (2004), suggest that Expectancy theory's strength when compared with other theories is that it takes into consideration the individual differences in behaviour and motivation.

Maniram (2007) indicated that Vroom (1964) asserts that job satisfaction is based three aspects which are expectancy, instrumentality and valence. Vroom 1964 asserts that job satisfaction is based on people's beliefs that their effort will lead to performance (expectancy) as compared to that performance leads to rewards (instrumentality) and the value of perceived rewards (valence).this implies that the theory is based on the belief that the amount of effort exerted on a job depends on the expected return and may result in increased pleasure or decreased displeasure, and that people may perform their job and be satisfied if they believe that their efforts will be rewarded. According to Maniram (2007), the fundamental principle of expectancy theory has been that there is an understanding of individuals' goals and the link between effort and performance, performance and rewards, and rewards and individual goal satisfaction. This

theory is helpful in determining the influence that the expected outcome regarding performance, rewards will have on job satisfaction of employees.

2.3.5. Consequences of job satisfaction

Numerous authors have highlighted that job satisfaction has an effect on employee productivity, turnover, absenteeism, physical and psychological health (John, 2004: 45).

2.2.4.1 Productivity

According to Luthans (2005), relationship between job satisfaction and productivity exists. Even though is not that strong, the researcher believed that the most satisfied employee will not necessarily be the most productive employee. At an individual level the evidence is often inconsistent in terms of the relationship between satisfaction and productivity, but at an organisational level a strong relationship exists between satisfaction and productivity (Robbins, et al., 2003:263). Research findings indicate that the relationship between satisfaction and productivity is positive, but very low and inconsistent (John, 2004: 46).

2.2.4.2 Physical and psychological health

It is believed that when an individual dislike their job, that in itself it can result in them experiencing negative health effects that are either psychological or physical (Spector 2006: 249). According to Luthans (2005:148), employees with high levels of job satisfaction tend to experience better mental and physical health.

2.2.4.3 Turnover

Robbins, et al., (2003) indicated that number of studies strongly support the view that turnover is inversely related to job satisfaction. This means that a high employee turnover rate is often prevalent in an environment where employees are not satisfied. Employees who withdraw from the organisation as a result of lack of job satisfaction tend not reporting for duty or by resigning to seek new job prospects, individuals. This could be a way of expressing their

dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing. In a study by Steel and Ovalle (1984) the results established a moderately strong negative relationship between job satisfaction and turnover, indicating that less satisfied workers are more likely to quit their jobs.

2.2.4.4 Absenteeism

Absenteeism is regarded as one of the withdrawal factors which emanates from lack of job satisfaction. Employees tend to escape from work as a way of avoiding undesirable working conditions (Nel, et al., 2003). An inverse or negative relationship exists between job satisfaction and absenteeism as outlined by various studies (Luthans, 2005: 150). The researcher indicated that when satisfaction is high, absenteeism tends to be low. The converse indicates that when satisfaction is low, absenteeism tends to be high (Luthans, 2005).

2.4. TURNOVER INTENTION

Turnover intention is regarded as one of the most serious issues especially in the field of Human Resource Management because the costs associated with it are so huge (Kumar, Ramendran & Yacob, 2012). Turnover costs include the cost of recruiting and selecting new employees and as well as the cost of loss of production due to the low experience of new employees. If an employee intends to leave and the losses of a company bear is much greater than paying a high wage to the employee. This means that the cost that is associated with recruitment is higher as compared to just offering an employee a better offer with the organisation (Kumar, et al., 2012).

Turnover intention is a problem for any organisation regardless of their locations, countries cities it also affects big, small or the nature of the business that seeks to do well in the competitive market and this has resulted in organisations looking for ways to deal with this problem and it will finally turn into actual turnover. Turnover affects every employee from professional's skilled employees to ordinary employees (Shoab, Noor, Tirmizi, & Bashir, 2009). It gives organisation problems when employees develop a bad attitude because

of their skills being in demand or the shortage of labour in certain countries. Khatri, Budhwar and Chong (2003) suggest that such employees with the skills that are in demand tend to move around jobs for the fun of it.

Shim (2010) indicated that turnover intention can be classified into unpreventable turnover, desirable turnover and undesirable turnover. Unpreventable type of turnover intention happens due to illness, family issue or retirement whereas the desirable turnover is due to the employee's incompetence not being able to execute his/her task. Undesirable turnover would include competent and qualified employees leaving due to organisational issues such as lack of supervision, poor support and role conflict – when such issues are not addressed, then they will affect organisational effectiveness. Research is supported by Bothma (2011) who indicated that leaving the organisation cannot just be an option to employee but it is sometimes influenced by other personal factors such as employability as well as market conditions and availability of employment opportunities.

Turnover intention can be classified in two dimensions namely voluntary and involuntary. Voluntary is when an employee leaves an organisation without anybody forcing them and it might be because of career advancement or avoiding negative experience in the work place. Involuntary is when the employer's terminate employment relationship due to death, illness as well as retirement (Hussain & Asif, 2012).

2.4.1. Definition of turnover intention

Jacob and Roodt (2007:19) defined turnover intention as a mental decision prevailing towards their jobs with relation to leaving or staying at the job and it cannot be separated from turnover itself. Intention to turnover is defined as one's behavioural attitude to voluntarily withdraw from being part of the organisation. It is only different from turnover as the latter is the actual separation from the organisation (Böckermann & Ilmakunnas, 2009). Lacity, Lyer and Rudramuniyaiah (2008: 225-241) defined turnover intention as the extent to which an employee plans to leave the organisation.

2.4.2. Causes of turnover intention

This section will focus on different causes as identified by different researchers.

- Poor working environment

According to Mrayyan and Al-Faouri (2008) Organisations differ from each other in terms of facilities they offer to their employees, this could be the clothing, machinery or working equipment's and others. Normally big organisation tends to have good facilities as compared to their small counterparts. As a result employees tend to have intention to leave their organisation to the one with better or excellent facilities. Workers' facilities greatly vary among the different factories/organisations with few stronger enterprises/ organisations having satisfactory working conditions.

- Lack of satisfaction with career opportunities

Conflicting job requirements, unclear opportunities for growth, skill development, and lack of promotions will result in employees having high potential to leave their organisation. Employees whose organisations don't provide career development programs to satisfy the needs of the employees at different stages, increases the chances for turnover intention and vice versa. Mrayyan and Al-Faouri (2008:254) in their study found a significant and Lack of career prospects is as being significantly related to decreased job satisfaction and subsequently intention to leave.

- Salaries and incentives

There is evidence that high salaries and incentives are reasons for turnover intention. South Africa is proving to be a target for foreign or overseas companies where they can lure away the best brain power the country can offer with huge offers. They have put up their salaries extraordinarily high so that they can lure employees and it had made it difficult for companies to keep their employees (Mguqulwa, 2008). Blau and Boal (1987) found that, satisfaction with salary or lack therefore was associated with turnover intention.

Bawa, et al. (2005) mentioned that practices such as job security as well as compensation level are important determinants of employee turnover.

- Organisational support

Organisational support has also been seen as one of the causes and researchers have established that imbalances between the high levels of effort expended and perceived low organisational support among employees are significantly associated with intent to leave (El-Jardali, Alameddine, Dumit, Dimassi, Jamal & Maalouf, 2011). This means that employees who believed that the supervisor valued their contributions and cared about their wellbeing showed increased perceived organisational support, which in turn was related to decreased turnover intention (Katamba, 2011).

- Promotional opportunities

Mello (2006:39) indicated that promotional opportunities within the firm or organisation are seen as a way to bind workers and employers'. It is believed that it promote trust across hierarchical level. Promotion within an organisation is seen as an opportunity that offers an incentive for hard work, and although tied to monetary rewards, promotion has a status based, non-monetary component. It is seen as fairness and justice in the workplace. If employees are doing great job and they are not being rewarded instead outsiders are brought in over them, there will be a sense of alienation from the organisation

Even though promotion is seen as a discretionary decision to reward performing employees they feel appreciated and they become loyal and put extra effort at the place of work. Employees who grab hold of their career prospects in the organisation are more willing to stay and exert assist the organisation to achieve its objectives and organisation's goals .However, the perception of little promotional opportunity within the organisation predicted intent to leave (Tan, 2008).

Education and training opportunities

All the organisations that consider its employees to be human assets, training and development represents an on-going investment in these assets and one of the most significant investments an organisation can make (Mello, 2006). However, while investments may increase the organisation's stock of human capital, they may also increase the attractiveness of their employees to other employers due to the accumulated knowledge and training. They may also realise their enhanced value and look to pursue other, more luring lucrative offers from other organisation, this might be as a result of their enhanced value being insufficiently recognised with better compensation or more interesting work assignments (Katamba, 2011).

- Management style

Participative management style which involves the fifteen components of which includes trust, decision making, teamwork, shared power, motivation, communication, involvement, collaboration, democracy, transparency, innovation, respect, problem solving, identification of common goals and equalitarian are less likely to anticipate leaving their positions and hence, lower turnover. Hang, Ma, Chiu, Lin and Lee (2009) concur in her conclusion that participative management that incorporates effective supervisory communications can enhance employees 'job satisfaction. Contrary lack of appreciation, trust and support from management have been identified as causing dissatisfaction which will finally influence turnover intention which will lead to the actual turnover (Ljunggren & Carlsson, 2007:300; Cohen, Stuenkel & Nguyen,2009:312).

2.4.3. Consequences of turnover intention

The following were listed by several researchers as the consequences of turnover intention (Grifeth, et al., 2000; Oluwafemi, 2009; Samad, 2012).

- Lateness

Lateness occurs when an employee fails to report to work at the appointed time or agreed time for work duties. Three types of lateness were developed to understand lateness by (Blau, 1994). Three specific types of lateness behaviour are categorised by pattern, frequency, and duration which are chronic lateness, stable periodic lateness, and unavoidable lateness.

Unavoidable Lateness: They include transportation, personal illness and accidents this type cannot be controlled by the employee.

Stable Periodic Lateness: Employees exhibiting this type of lateness are not unhappy with their job, they simply have other things they consider more important than arriving on time all of the time (Blau, 1994). For example, an employee with high job satisfaction and young children might experience work-family conflict. He, or she, may prioritise his, or her, children's needs over arriving to work on time.

Increasing Chronic Lateness: Lower job satisfaction, lower job involvement, and lower organisational commitment as well as turnover intention can all lead to increased chronic lateness (Blau:1994). Chronic lateness by staff can become costly to an organisation. This happens when employees come to work late on a number of occasions with no effort.

- Absenteeism

Absenteeism is believed to be one of the major problems that a manager has to handle on an on-going basis as it affects service delivery and staff morale. The researchers indicate that it could lead to financial losses (Munro, 2007). Serneels, Lindelow and Lievens (2008) claims that absenteeism is rife in the public sector, especially where employees hold two jobs. The study further revealed that absenteeism usually has different meanings for employers and employees respectively. The employers view absenteeism as a huge problem as it affects service delivery, puts pressure on those employees who are working, highlights the health and safety ramifications in some workplaces, and

could lead to loss of revenue (Munro, 2007; Davey & Cummings, 2009:312-313). This reflects that employees who are having intention to leave their organisation tend to avoid going to work which negatively affects the organisation.

- Presenteeism

According to Pare & Tremblay, 2007 presenteeism happens when an employee occurs when an employee shows up for work but works in a limited capacity. This might be as a result of physical impairment, such as being sick with a cold, or due to mental or psychological strain. Presenteeism is seen as a result of psychological reasons such as when an employee just sit at their desk and stare off into space, or spend increased time leisurely surfing the internet, instead of accomplishing work tasks.

- Low commitment

A negative relationship was found to be in existent between organisational commitment and turnover intention in a study (Pare & Tremblay, 2007). Employees who have intentions to leave the organisation tend to have low commitment as compared to their counterparts.

2.5. RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT AND JOB SATISFACTION

A recent study by Aydogdu and Asikgil (2011) reveals that job satisfaction was one of the determining factors in an individual's decision to stay or leave the organisation. The study also reflected that employees who are dissatisfied with their work are likely to leave the organisation while those that believe they are treated fairly and getting rewards are likely to stay. In the same study results reflected that employees who are committed to the organisation, and believe that they cannot find any other job because of bad general economy, prefer to stay. Personnel who believe that the economy is going well, that there is little unemployment, and that there are better opportunities available are likely to leave the organisation.

Organisational commitment and job satisfaction are regarded as some of the most important variables in both research and applied settings and they have been widely studied in organisational behaviour and organisational psychology (Koch & Steers, 1978; Angle & Perry, 1981; Spector 1997). Rayton (2006); Vilela, Gonzalez, Ferrin (2008) as well as Armutlulu and Noyan (2011) viewed job satisfaction as an antecedent to organisational commitment, and organisational citizenship behaviour and they believe that job satisfaction can be regarded as a contributor to organisational commitment while on the other hand others view organisational commitment as a contributor to job satisfaction. Yucel and Bektas (2012) revealed that organisational commitment appears as a consequence of job satisfaction. Past research reflected a positive correlation between job satisfaction and organisational commitment was determined Mathieu and Zajac (1990) in (Suma & Lesha, 2013).

Yucel and Bektas (2012) indicated in a study done with nurses in public hospitals that the nurses were slightly satisfied and committed to their hospitals and that, satisfied nurses tend to have a higher degree of commitment than less satisfied ones. The existence of the relationship between organisational commitment and job satisfaction was also acknowledged by the findings of a study done on the impact of job satisfaction and organisational commitment (Pandey & Khare, 2012).

Aydogdu and Asikgil (2011) a study done on employees of Municipality of Shkoder reflected that greater the job satisfaction among employees the more committed they will be to the organisation. These results were supported by Mohammed and Eleswed (2013). The study findings reflected that the relationship between job satisfaction and organisational commitment was found to be statistically significant and positive, meaning that as the level of job satisfaction increase so does the level of commitment and vice versa. Aamodt (2007) indicated that satisfied employees tend to be committed to an organisation and those employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, perform well and engage in behaviours helpful to the organisation.

Meyer et al. (2002) indicated that job satisfaction is a determinative of organisational commitment. The difference between these two variables according to Meyer et al. (2002) is that organisational commitment is seen as the emotional responses or emotional attachment which an employee towards his organisation, while job satisfaction is seen as reaction of an employee has towards any job. This means while an employee has positive feelings towards the organisation, its values and objectives, it possible for him to be unsatisfied with the job he has in the organisation.

Yucel and Bektas (2012) indicated some aspects of job satisfaction such as work pay supervision, promotion and relationships with co-workers hence the relationship between such facets and organisational commitment differ from one facet to the next. Promotion as one of the of job satisfaction factors was positively related to organisational commitment due to the opportunities for the public sector employees to advance their career (Azeem & Akter, 2014). This was supports by Suma and Lesha (2013) who indicated that Interesting and rewarding job leads to job satisfaction.

Relationship with co-workers was found to be related to organisational commitment and played an important role in the relationship Raabe and Beehr (2003) stated that relationships with the co-worker play an important role in developing organisational commitment and job satisfaction.

On a contrary to majority of studies, Nguni, Slegers and Denessen (2006), argued that research was not conclusive on the causal order of job satisfaction, organisational commitment, and organisational citizenship behaviour.

Rahman, Abdallah and Abdelmaged (2012)indicated that the relationship between promotion and organisational commitment was found to be a positive this was due to the opportunities for the public sector employees to advance their career.

2.6. RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT AND TURNOVER INTENTION

Namasivayam and Zhao (2007) indicated that organisational commitment plays a central role in turnover intention. In contrast (Porter et al., 1974). pointed out that organisational commitment is an important antecedent of actual turnover Riketta (2002) study attempted to link employee's attitudes with specific reference to effective organisational commitment as well as behavioural factors such as turnover intention, as a result organisational commitment was found to have central role in turnover literature(Namasivayam & Zhao, 2007). Angle and Perry (2003: 35) Meyer et al. (2003) confirmed in their studies that organisational commitment is an important antecedent of withdrawal behaviours and intention to leave as an important antecedent to actual turnover. This indicates that committed employees have been found to be less reluctant to leave an organisation than those who are uncommitted.

The findings of research done in Nigeria on private university employees, revealed a significant relationship between organisational commitment and turnover intention(Adenguga, Adenuga &Ayodele, 2013). Even though more research has found that a negative relationship existed between organisational commitment and turnover intention, research conducted by Hsu (2009: 56), findings revealed a positive relationship existed even though it was not significant between organisational commitment and turnover intention. This indicates that results from different studies are not agreeing to the existence of the relationship between these variables. This study is supported by Arendolf (2013) study reflected the relationship between organisational commitment and turnover intention is positively correlated.

2.6.1. Three components of organisational commitment and turnover intention

In a study by Aydogbu and Asikgil (2011), the negative relationship existed between the three components of commitment which are affective, normative and continuance commitment and turnover intention. The negative relationship was confirmed by regression analyses. However, the relationship between

continuance commitment and turnover intention was found to be stronger than the relationship between affective commitment and turnover intention and then the relationship between normative commitment and turnover intention.

The study is supported by Clinton-Baker (2014) who reflected that commitment differed in their significantly and negatively related to turnover intention. Beside that the three components of commitment differed in the strengths of their correlations with turnover intention even though in this study. Affective commitment had a significantly stronger correlation with turnover intention than normative or continuance commitment.

2.7. RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER INTENTION

The relationship between this two variable have also been explored by different researchers and most have discovered that the relationship does exist even though it's a negative one (Mbah & Ikemefuna (2012). This finding were echoed by (Aydogu & Asikgil 2011).

Mbah and Ikemefuna (2012) in their study reflected that the greater the job satisfaction the less likely is the turnover intention, thus confirming previous literature that a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is not satisfied with the job holds negative attitude about the job. The above clearly indicates that employees who are satisfied on their job will retain their jobs and not quit. The conclusion is that the increase in job satisfaction will result in decrease in employee turnover. However, Khatri et al. (2003) argued that job satisfaction accounted for a small proportion of the variance in turnover in their studies. They found that the relationship between job satisfaction and performance was stronger for complex professional jobs and believe that the relationship is not significant.

Lambert, Hogan, Barton and Lubbock (2001) in Olusegun (2013) indicated that a speculation by different scholars is that the use of comprehensive measures of job satisfaction can help predict employee turnover. He further stated that high job satisfaction is associated with low employee turnover. However,

research depicts that the relationship between job satisfaction and turnover is moderated by intentions.

2.8. RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND TURNOVER INTENTION

A number of studies have actually illustrated the relationship between organisational commitment, job satisfaction and turnover intention. On a number of occasions organisational commitment and job satisfaction were viewed as essential components of turnover intention and the relationship between this two and turnover intention has reflected a negative results. This implies that both job satisfaction and organisational behaviour have a negative relationship with turnover intention (Carswell & Allen, 2000; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Yin & Yang, 2002, Martin 2007).

This studies indicates that the greater the employee is satisfaction with his her job, the less the likelihood that the employee will think of leaving the organisation, however, the higher the employee commitment the lower the predicted employee turnover intentions. Organisational commitment and job satisfaction proved to correlate yielding positive results (Carswell & Allen, 2000; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Yin & Yang, 2002, Martin 2007). In a study conducted by Martin and Roodt (2007) in a South African tertiary institution about perceptions of organisational commitment, job satisfaction and turnover intentions in a post-merger, the study reflected that employee perceptions across the concerned constructs indicated that there was a positive sentiment towards both organisational commitment and job satisfaction within the organisation, while a neutral feeling emerged toward turnover intentions.

Salleh, Mishaliny, Nair and Harun(2012) study point out that satisfaction with salary, promotion, superior, and the work itself has a significant influence on turnover intention; however satisfaction with the co-workers was found not to be associated with turnover intention. Along with many other studies this study also indicates that organisational commitment has been found to be associated with turnover intention.

Kantor (2013) concurred with the previous study that pay satisfaction may best be viewed as a multi-dimensional construct both internationally and within a South African context. However, pay satisfaction was related positively to affective commitment one of organisational commitment aspects and negatively related to voluntary turnover intention. Voluntary turnover intention was also significantly and very strongly negatively related to affective organisational commitment. Above that affective organisational commitment was found to have mediated the relationship between pay satisfaction and voluntary turnover intention which supported.

Delobelle, Rawlinson, Ntuli, Malatsi, Decock and Depoorter (2012), Shields and Ward (2001); Tourangeau and Cranley (2006) stated that the issue of job satisfaction and retention has been widely investigated especially among hospital nurses, with research indicating that job satisfaction is a significant predictor of anticipated turnover. Delobelle et al.(2010) reflected that job satisfaction was also inversely associated with turnover intent, along with professional rank and unit tenure. Even though a large number of researchers indicated that the relationship does exist between these variables Delebolleet al. (2010) stated that studies among hospital nurses elsewhere have shown conflicting results for the association between job satisfaction and professional rank among job satisfaction and unit. Half of all respondents showed intent to turnover within the next two years.

In a study conducted by Adenguga, Adenuga and Ayodele (2013) the result obtained indicated a significant relationship between each dimensions of organisational commitment and turnover intentions. While affective commitment of the employees was found to be more important in determining the employee's intention to stay with the organisation or leave. In a study conducted by Rahman, Naqvi and Ramay (2008) amongst IT professional results reflected that job satisfaction had a negative effect on turnover intention.

Saif,Nawaz, Jan and Khan (2012) indicated that low absenteeism was associated with high job satisfaction while high turnover and absenteeism are said to be related to none satisfaction. The greater the job satisfaction the less

likely is the turnover intention. This is backed up by the previous literature that a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is dissatisfied with the job holds negative attitude about the job. This can only mean that employees who are satisfied on their job will retain their jobs and not quit. So an increase in job satisfaction would most probably result in decrease in employee turnover (Mbah & Ikemefuna, 2012).

2.9. SOUTH AFRICAN EXPERIENCE WITH ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND TURNOVER INTENTION

After the 1994 elections government tried to come up with different legislations and policies resulting in the introduction of affirmative action with the aim of addressing imbalances of the past. Hinks (2010) point out that the issue of race is particularly emotive in South Africa because of the Apartheid system. The legacy of Apartheid remains today, with wage, employment and occupational hierarchies that have a clear racial divide (Hinks 2010).

Hinks (2010) reveals that our representation for affirmative action in the workplace enhances black worker job satisfaction but significantly diminishes job satisfaction of Coloured workers. Affirmative action can reasonably be expected to diminish the job satisfaction of Whites, but the finding on Coloureds indicates that not all groups that should be benefiting from post-Apartheid legislation are doing so. This might suggests that affirmative action might not be a cause for lack of job satisfaction or job satisfaction of employees from different racial groups.

In her research, Evans (2001) cited in Maforah and Schulze (2012) identified six key influences on the job satisfaction of teachers and academics in the North West Province of South Africa as equity and justice, pedagogy and androgogy, organisational efficiency, collegiality, interpersonal relations and self-concept and self-image. Although the study by Maforah and Schulze (2012) was based on the six elements it can be noted that 60 percent of participant were actually not satisfied with their work environment and 60 percent indicated that their

poor working conditions had a negative influence on their commitment, with 93 percent of the participant who were principals indicating they loved their jobs.

Kotze and Roodt (2005) emphasised that a strong relationship has been established between job satisfaction, employee commitment and retention. Riggio (2009) indicated that factors such as type and variety of work, the autonomy/independence involved in the job, the responsibility associated with the job, quality of social relationship at work, rewards, remuneration, the opportunities for promotion and career advancement in the company have a way of affecting organisational commitment.

Study by Strydom, Nortjé, Beukes, Esterhuysen and Westhuizen (2012) about teacher satisfaction at special schools. The results reflected that the test group for this study has average job satisfaction (the average job satisfaction score was between 50–69 and that males and females responses were not different, however the difference was found in different racial groups with White teachers presenting a greater job satisfaction than Black teachers, especially with regard to intrinsic job satisfaction and general job satisfaction. Lack of resources and support systems was found to influence job satisfaction negatively (Castro, Kelly & Shih 2010, De Beer T, Mentz & Van Der Walt, 2007; Howard & Johnson, 2004; Peltzer, Shisana, Zuma, Van Wyk & Zungu-Dirway, 2009;). This might be due to the fact that black teachers work predominantly in poorer communities where resources are scarce and where there is less involvement from parents because both parents need to work.

Pietersen (2005), s study revealed that the nursing staff at the hospital was, in general, not clearly satisfied or dissatisfied. As such, it would be difficult to use their general level of job satisfaction to predict the turnover rate at the hospital. The study further revealed that intrinsic and extrinsic factors could negatively affect the turnover rate of nursing staff, due to that most respondent according to this study were not satisfied with their working conditions, supervision, management style and salary .

A study conducted in South Africa on registered dieticians by Mackenzie (2008) reflected the overall job satisfaction score of 65.7%. This indicates that South African registered dieticians are slightly satisfied with their employment due to that dieticians genuinely love the nature of their work and what they do, tending towards confirmation of career satisfaction.

Dockel et al. (2006) reflected that best results obtain were for affective commitment as compared to continuance commitment. High technology workers that participated in this study had a desire to stay with the current organisation most probably because they generally accepted the terms of the psychological contract which positively addressed the various retention factors. The results of the study showed that compensation had a strong, significant relation to organisational commitment, affective commitment and normative commitment. This is in line with what Kochanski and Ledford (2001)'s study on retaining high technology professionals, where the findings confirm that high technology employees want a competitive salary. This result is being supported by (Lumley, Coetzee, Tladinyane & Ferreira; 2011).

Krüger and Rootman (2010) in their study about how do small business managers influence employee satisfaction and commitment the findings revealed that recognition and feedback are positively related to employee satisfaction and commitment meaning managers should provide feedback and recognise efforts made by employees.

Nienaber and Masibigiri (2012) the following aspects were listed as some of the issues raised by participants as potential reasons that can influence employees to leave their organisations namely, remuneration, inflexibility, not taking individual needs into consideration, no training, lack of growth, poor working conditions, good job offers, lacks a challenge, not applying labour laws and unfair treatment. In a study conducted amongst teacher in the Eastern Cape by Kabungaidze, et al.(2013), researcher indicated that there is a statistically significant relationship between job satisfaction and turnover intentions, among the sample of teachers selected to participate in the research and the

relationship is a negative one meaning the higher the job satisfaction the lower the turnover intention.

The relationship between job satisfaction and turnover intention was found to be a negative one in an unpublished study of the influence of leader behaviour, psychological empowerment, job satisfaction, and organisational commitment on turnover intention by (Dhladhla, 2011). This implies that when job satisfaction levels are low, employees normally develop behavioural intentions to quit, which suggested that when employees' job satisfaction level decreases, their turnover intention increases. These results were consistent with (Griffeth, et al., 2000; Larrabee, et al., 2003; Martin & Roodt, 2008).

Organisational commitment and turnover intention's relationship was found to be a negative one the findings implies that high levels of organisational commitment among employees are associated with low levels of turnover intention (Dhladhla, 2011).

Pietersen and Oni (2014) indicated that local government Departments in Limpopo Province, as well as work organisations everywhere in the country, have to compete for talent and they also have to find manage employee retention proactively to ensure that they have the necessary human resource in place to provide services to citizens in the region. The concern is due to local government Departments in Limpopo Province losing human capital that the province could ill afford.

2.10. SUMMARY

This chapter began with an introduction to organisational commitment .The concept of organisational commitment were examined with the definitions of organisational commitment, approaches and models of organisational commitment discussed as well. The drivers of employee commitment, Factors influencing organisational commitment and consequences of organisational commitment were also discussed. Job satisfaction as a concept was discussed as well as the definitions of job satisfaction. Factors influencing job satisfaction

as well as theories were discussed and consequences of job dissatisfaction were discussed as well.

Turnover intention as a concept as well as definitions was outlined. Causes of turnover intentions were discussed as well as the consequences of turnover. Factors influencing employee retention were discussed. The relationship between the three variables was discussed .Organisational commitment and job satisfaction, job satisfaction and turnover intention and organisational commitment and turnover intention were also discussed. The effects of biographical information were also discussed. The next chapter will look at methodology.

CHAPTER 3

METHODOLOGY

In this chapter the research design and methodology used in this study are explained. The discussion is based on three key variables of the study which are job satisfaction, organisational commitment and turnover intention. The research design selected can be described as quantitative and non-experimental with the usage of primary data. The chapter further provides detailed discussions of the target population, sampling, data collection methods and instruments. The validity and reliability of the research instruments are also outlined.

3.1. Research design

A quantitative research design using a survey was employed in the study. A survey is defined as 'a method for gathering information from a sample of individuals' (Scheuren, 2004: 9). The main purpose of survey research is 'to collect information from one or more people on some set of organisationally relevant constructs' (Bartlett, 2007: 99). Based on the above it is clear that a survey is a research method that is relatively easy to employ and such a design can be modified to apply to certain events or a particular industry. All employees received e-mailed questionnaires. The Department requested that the researcher make use of the communication unit within the Department to reach all the employees in different offices. Questionnaires were emailed to all employees through the communication unit.

The research design indicates the type of study which was undertaken and provides acceptable answers to the research problem. Research design assists in permitting the researcher to rely on both his/her observations and draw a conclusion (Martin, 2007:61). It also assists the researcher in answering the research questions or objectives as validly, objectively, accurately, efficiently, and effectively. Cozby (2009) point out that, surveys provide researchers with a method for asking people about themselves. Masemola (2011:670) shows that

survey research typically employs a face-to-face interview, a telephone interview, a written questionnaire or the Internet. A quantitative research design survey study is less costly than interviews and allows the respondent to be anonymous. No identifying information is asked.

In this type of research the researcher does not directly control independent variables in the sense of being able to manipulate them, because their manifestations have already occurred, or because they are inherently not manipulatable (Arendolf, 2013). This study followed for non-experimental field survey research (or more accurately, ex post facto research) (Martin, 2007:66-67).

3.2. Population of the study and sampling

The Department of Rural Development and Land Reform in Limpopo Province comprises of 345 employees. The population for this study comprised of administrative staff and operational staff which include senior management and support staff of the Department of Rural Development and Land Reform in Limpopo in all Limpopo offices. The Department in Limpopo Province has five offices located in different areas within the City of Polokwane. Biccard office is located at Grobler and Biccard streets and it comprises of administrative staff which includes corporate services, finance and supply chain management. Andrea office is located at Rissik and Schoeman streets and it comprises of administrative staff and operational employees, while Schoeman office is located at Rissik and Schoeman and it comprises of both administrative staff and operational staff.

Surveyor General Office is located at Rissik and Dorp streets with staff composition of both operational and administrative staff and finally spatial office is the smallest of the offices in terms of staff composition and it comprises of administrative staff. The questionnaires were distributed through the e-mails to all the employees of the Department in all five offices of the Department in the Limpopo Province by the Communication section of the Department. Based on the population size a decision was made not to sample the population.

The nature of the study targets each employee's commitment to the organisation as a whole, as well as job satisfaction and turnover intentions of each employee regardless of the position they hold within the organisation.

3.3. Demographic variables

Prior research has recognised demographic variables such as age, gender, education, job level, and organisation tenure as potential predictors of organisational commitment, job satisfaction and turnover intention (Mathieu & Zajac, 1990).

Age

The study looked at the age composition of the Department's employees through the respondents. This assisted in determining the dominant age within the Department.

Gender

This assisted in determining the composition of the Department looking at gender and to check which gender is in dominance.

Academic Qualifications

The study looked at the levels of qualification of the respondents with the purpose of checking the composition at the Department for the intervention purposes to assist Department in the empowerment of their employees.

Tenure

The focus here is the number of years respondents have spent working at the organisation.

Race

The study looked at the different races within the organisation with a purpose of determining the composition of the Department.

Marital status

Marital status of respondents was included given its relations to satisfaction, commitment and turnover intention.

Home language

Given the different languages spoken at the Department it was important to examine its relation to job satisfaction, organisational commitment and turnover intention.

3.4. Data collection instruments

The following instruments were used to measure job satisfaction, organisational commitment and turnover intention.

3.4.1. The Minnesota Satisfaction Questionnaire (MSQ)

This questionnaire was originally developed by Weiss, Dawis, England and Lofquist (1967); it contains 100 items in the long form and 20 items in the short form. The long form measures job satisfaction on 25 item scales, namely ability utilisation, achievement, activity, advancement authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision-human relations, supervision-technical, variety, working conditions and a general satisfaction scale, while the short form consists of three scales: intrinsic satisfaction, extrinsic satisfaction, and general satisfaction. The intrinsic satisfaction domains entail activity, independence, variety, social status, moral values, security, social service, authority, ability, utilisation, responsibility, recognition, creativity and achievement. The extrinsic satisfaction domain includes supervision –human relations, supervision-technical, company policies and practices, compensation, advancement, working conditions, and co-workers (Martin, 2007:95-96).

The 20 items questionnaire was used in this study because it measures the employees' level of satisfaction at work and it determines the degree of job satisfaction in characteristics associated with the task itself (intrinsic

satisfaction, extrinsic satisfaction) and overall job satisfaction. Each scale of the responses are made on a 5-point scale (1=very dissatisfied and 5=very satisfied).

- Reliability and validity of Minnesota Satisfaction Questionnaire

In a study by Martin (2007:96) where the instrument was used it achieved a Cronbach alpha of 0.898 based on the 17 items indicating an acceptable reliability. The study was actually supporting the results achieved by other researchers Sempane, Rieger and Roodt (2002) in their study in where the instrument achieved Cronbach's Alpha of 0.9169 on a sample of government welfare employees in South Africa, Jacob and Roodt (2005) achieved 0.926, Van Ransburg (2004) achieved 0.88 respectively in their studies. This was supported by the studies by All Correlated Item-Total correlations were above 0.3 showing a sufficient correlation of each item with the overall factor (Martin, 2007:144).

3.4.2. Organisational Commitment Questionnaire (OCO)

The researcher made use of the instrument developed by Allen and Meyer (1997) the questionnaire measure three dimensions of commitment, namely, affective, continuance and normative organisational commitment. Each scale comprises of five items. Responses are made on a 5-point scale (1=strongly disagree and 5=strongly agree) and are averaged to yield a composite commitment score for each respondent (Dockel, Bason & Coetzee, 2006). The Organisational Commitment Questionnaire (OCO) was used for this study (Brown, 2003:101) as the questionnaire was utilised to determine if organisational commitment had increased or decreased and whether there was an increase or decrease in turnover intentions of employees respectively.

- Reliability and validity of Organisational Commitment Questionnaire (OCQ)

Research has proven that the questionnaire to be reliable. This questionnaire consists of 18 items each with a five point intensity response. This instrument

was used in a study by Dockel, Bason and Coetzee (2006) an internal consistency reliability estimates (Cronbach's alphas) were: it achieved (0.82) for affective commitment, continuance commitment (0.74) and (0.83) for normative commitment Meyer and Allen (1990) found an alpha of 0.87 for affective commitment, 0.75 for continuance and 0.79 for normative. Cohen (1999) reported an alpha of 0.79 for affective commitment, 0.69 for continuance commitment and 0.65 for normative commitment (Brown, 2003:41). Brown (2003:99) holds that Meyer and Allen's organisational commitment measures can be utilised in an international setting such in Malaysia.

3.4.3. Turnover Intention Questionnaire

The intention to stay, also developed by Roodt (2004), was utilised for this study to measure turnover intention (Martin, 2007: 98). Although the questionnaire deals with the intentions to stay, the theory and findings have proven valid to measure turnover intentions (Martin, 2007:98). The questionnaire originally entailed 15 items that were measured on a five-point intensity response scale situated at the polar ends. It was then extended to 26 items. The researcher made use of the 18 items intention to stay questionnaire. Reliability and validity of Intention to stay questionnaire.

This is an unpublished questionnaire developed by Roodt (2004b). The questionnaire entails 18 items that are measured on a five-point intensity response scale anchored at the polar end. Even though Martin (2007) indicates that it has not widely been used it has actually achieved a Cronbach's Alpha coefficient of 0.913 in the same questionnaire in Jacobs (2005). Martin (2007:253) found a Cronbach's Alpha of 0.895 based on the 13 items, indicating an acceptable reliability. All Correlated Item-Total correlations above 0.3 show a sufficient correlation of each item with the overall factor (Martin, 2007:147).

3.5. Data gathering procedure

The permission to conduct the study was obtained from Department of Rural Development and Land Reform Limpopo in writing. A memorandum together with a letter to the Head of Human Resources development in the Department

was compiled and duly signed giving the researcher permission to proceed with the study. The dates for the research were communicated with the organisation in writing as well. All employees of the targeted organisation have organisational e-mail addresses, so the researcher made use of them to distribute questionnaires, with clear instructions that upon completion they can either mail them back to the researcher and those completed manually to personally give the researcher. However some were unable to deliver them to the researcher and requested that they leave them at the reception for researcher to collect them. The respondents had time to attend to the questionnaires at their spare time with no pressure. Anonymity and confidentiality of respondents were maintained. The respondents were at liberty to complete the questionnaires electronically or to print it. Some respondents had challenges with the electronic questionnaire as a result they decided to print and complete it manually.

The questionnaires were sent to employees on the 03 October 2014 and the final date for completion was the 16th October 2014. A signed cover letter explaining the purpose of the research, ethical considerations and use of data was attached together with the approved memorandum from Rural Development and Land Reform Limpopo accompanied the questionnaires. However some few respondents expressed difficulty in completing the questionnaire electronically and they were advised to print and complete manually, while some respondents indicated that the questionnaire was too big and they were advised not to rush into completing the entire questionnaire but to allocate time for each section.

The Director Human Resource Development of the Department of Rural Development and Land Reform requested that a copy of the full dissertation be submitted to his office upon the completion of the study.

3.6. Hypotheses

The conceptual hypothesis stated in chapter 1 was operationalized as follows:

Hypotheses:

Main hypothesis

There is relationship between levels of organisational commitment and job satisfaction and turnover intention.

Secondary hypothesis

The literature review showed that both organisational commitment and job satisfaction can be subdivided into different components. Organisational commitment consists of three components and job satisfaction is subdivided into intrinsic and extrinsic job satisfaction elements. For the purpose of this study the overall level of organisational commitment and the overall level of job satisfaction were identified. Scores for each of the organisational commitment components as well as scores for the elements of intrinsic and extrinsic job satisfaction were also obtained. Therefore the following sub-hypothesis were state

H1: There is a relationship between overall organisational commitment turnover intention.

H2: There is a relationship between overall job satisfaction and turnover intention

H3: There is a relationship between overall organisational commitment and job satisfaction.

H4: there is a relationship between each organisational commitment components and turnover intention.

H5: There is a relationship between each of the elements of intrinsic and extrinsic job satisfaction and turnover intention.

3.7. Data analysis

De Vos and Fouche (2009: 203) indicate that data analysis involves the breaking down of data into constituent parts to obtain answers to research questions and to test hypotheses. Statistical Package for the Social Sciences (SPSS) Version 22.0 published by International Business Machines (IBM) was used as a tool to analyse the data collected from the participants. Tables were used to present data. Leedy and Ormrod, (2005:138) indicated that data analysis involves the description of the data collected, categorising and interpreting them.

Descriptive statistics(frequencies, mean, standard deviation and percentages) were used to summarise the sample characteristics. Frequencies and percentages were used to describe the distribution of questionnaire responses.

Pearson–product moment correlations were used to identify and analyse the direction and strength of the relationship between the variables in the study.

3.8. Ethical considerations

A letter requesting permission was granted and signed in that regard. A cover letter, affixed to the questionnaire, explaining the nature of the study, as well as assuring the respondents of the confidentiality of any information was provided. Respondents were also provided with detailed instructions as to how the questionnaires were to be completed and returned. During the collection of data the respondent answers the questions voluntarily. Respondents were informed that only grouped data will be used for research purposes only. No individual data was reported. Confidentiality was maintained at all times and the respondents were informed in a cover letter that no individual information will be given to organisational management or their immediate supervisors. Employees were informed that the study was for academic purposes and that expectations should not be raised.

The Department requested a copy of the study upon completion and they have not indicated whether they will use the recommendations or not.

CHAPTER 4

DISCUSSION/PRESENTATION AND INTERPRETATION OF FINDINGS

4.1. INTRODUCTION

This chapter focuses on the results obtained based on the empirical analysis conducted to test the hypotheses. The descriptive statistics calculated for the number of respondents are provided in the sections that follow: that is, the data pertaining to the variables included in the study, as collected with the three measuring instruments employed, are summarised by means of calculation of descriptive measures.

Given that no sample was chosen for this study this chapter focuses on the number of respondents who participated in the study. The data analysis results are also reported in this chapter. The distributions of items are discussed using both frequencies and percentages. Pearson product-moment correlation coefficient analyses were used to test the relationship among variables.

The respondents comprised of females and males with different age groups, race, ethnicity, educational level, marital status, experience, employment status, office, job category and section. Part of data collection was collected from the July 20, 2014 and August 18, 2015 according to the schedule as set out in the previous chapter. To increase the respondent rate the researcher reminded the respondents to complete the survey and response rate of (21%) was obtained with a 73 participants taking part. The next section consists of the main results, which will be reported by means of tables and figures.

4.2. RESULTS

4.2.1. Distribution of demographic statistics

This section of results deals with the demographic information of the respondents. The demographic information is depicted in different tables. The researcher made use of figures to illustrate this demographic information and they are depicted from Table 4.1 to Table 4.9. The demographic information is

based on the following aspects age, gender, race, qualification, home language, marital status, Department, and experience and job category.

The age distribution of the respondents is depicted in Table 4.1. It is evident from the table that most of the respondents (82.1%) are younger than 40 years of age. From the depicted results it can be concluded that the Department is recruiting fairly younger employees. There are only a few of respondents (16.4%) older than 40 years.

TABLE 4.1: DISTRIBUTION OF AGE (N=73)		
AGE GROUPS	FREQUENCY	PERCENT
Younger than 25	2	2.7
25 - 29 years	20	27.4
30 - 34 years	15	20.5
35 - 39 years	23	31.5
40 - 44 years	6	8.2
45 - 49 years	4	5.5
50 - 54 years	2	2.7
55 - 59 years	1	1.4
Total	73	100.0

The distribution of gender as depicted in Table 4.2 in this study reflects that the number of male respondents was 33(45.2 %) as compared to 40 (54.8%) female respondents. From the table below it's clear that female respondents dominate the Department to some extent. The higher response rate from the female employees could be attributed to that the government is encouraging the hiring of previously disadvantaged individuals whom include women.

TABLE 4.2: DISTRIBUTION OF GENDER (N=73)		
GENDER	FREQUENCY	PERCENT
Male	33	45.2
Female	40	54.8
Total	73	100.0

The race of respondents is depicted in Table 4.3. It is evident from the table that only two categories of race participated in the study. Only two (2.7%) of the respondents were coloured with 71(97.3%) being Africans. Based on the depicted table the Department need to look at recruiting employees from other racial groups as the Department is not diverse. The absence of Indians, Whites and Asian employees is the reason the Department should start recruiting people from other races for representation purposes.

TABLE 4.3: DISTRIBUTION OF RACE (N=73)		
RACE	FREQUENCY	PERCENT
African	71	97.3
Coloured	2	2.7
Total	73	100.0

Based on Table 4.4 below, it is evident that a substantial number of respondents in this study had a post-matric qualification. A total of 33(45.2%) respondents have an Honours degree, followed by 19 (26, 0%) with a Bachelor's degree. Respondents with post-school certificates or Diplomas were 13(17.8%) in number; two (2.7%) have Grade 12. Only one (1.4%) of respondents did not have matric. From the table is clear that Department is able to attract qualified employees. This could be as a result of the nature of work done at this Department which requires a certain level of qualification or education.

TABLE 4.4: DISTRIBUTION OF QUALIFICATIONS (N=73)		
QUALIFICATION	FREQUENCY	PERCENT
Less than Grade 12	1	1.4
Grade 12 / matric	2	2.7
Post-school certificate or diploma	13	17.8
Bachelor's degree	19	26.0
Honours degree	33	45.2
Master's degree	5	6.8
Total	73	100.0

The distribution of home language of the respondents is illustrated in Table4.5. From the table below it is evident that Sepedi speaking respondents were in majority (52.1%) followed by Tshivenda 11(15,1%), with Tsonga speaking contributing eight (11,0%). The smallest number of respondents came from English, Swati and Tswana speaking backgrounds (1.4%). It can be concluded that the large number of Sepedi, Venda and Tsonga speaking respondents is attributed to the fact that this languages are predominant in Limpopo Province where the study was conducted.

TABLE 4.5: DISTRIBUTION OF HOME LANGUAGES (N=73)		
LANGUAGE	FREQUENCY	PERCENT
English	1	1.4
IsiZulu	9	12.3
IsiNdebele	2	2.7
Sepedi	38	52.1
Sesotho	2	2.7
Setswana	1	1.4
Swazi	1	1.4
Tshivenda	11	15.1
Xitsonga	8	11.0
Total	73	100.0

Table 4.6 depicted the marital status of respondents. From the table it is evident that a larger number of respondents were married 35 (44.9%) with 31(42.5%) of the respondents being single. The number of divorced or separated respondents stood at five (6.8%). Only two (2.7%) of the respondents were widowed. It can be resolved that the Department is dominated by married as well as single employees with fewer divorced/separated and widowed employees.

TABLE 4. 6 : DISTRIBUTION OF MARITAL STATUS (N=73)		
MARITAL STATUS	FREQUENCY	PERCENT
Not married (Single)	31	42.5
Married	35	47.9
Divorced or Separated	5	6.8
Widowed	2	2.7
Total	73	100

Table 4.7. depicted the Department or office of the respondents. The majority of respondents were from the Andrea office 44(60.3%) followed by employees based at Schoeman Office with 21(28.8%). As reflected in the table below, the Surveyor General Office had the least respondents (2.7%). It is also clear that the Andrea Office and Schoeman Office had the largest number of respondents. It could be resolved that the two offices had a huge staff composition as compared to other offices.

TABLE 4. 7 : DISTRIBUTION DEPARTMENT/ OFFICE (N=73)		
OFFICES	FREQUENCY	PERCENT
Surveyor General Office	2	2.7
Biccard Office	6	8.2
Schoeman Office	21	28.8
Andrea Office	44	60.3
Total	73	100.0

Table 4.8 depicted the number of years of work experience of the respondents. It is evident from the table that the greatest number of respondents 31 (42.4%) were those with 6-10 years' experience followed closely by those with 1-5 year experience (41.1%). The respondents with less than one year were 10(13.7%) while the smallest number of the respondents had 11-15 years' experience with two (2.7%). It can be concluded that the Department comprises of employees with relatively less experience and that loyalty could be questionable.

TABLE 4.8: DISTRIBUTIONS OF EXPERIENCES OF RESPONDENTS (N=73)		
EXPERIENCE	FREQUENCY	PERCENT
Less than one year	10	13.7
1 - 5 years	30	41.1
6 - 10 years	31	42.5
11 - 15 years	2	2.7
Total	73	100.0

The distribution of job categories in Table 4.9 shows that the majority of respondents in the study were field workers with 58(79.5%) while administrative respondents were 15 (20.5%). Given what is depicted on the table below it can be established that a larger number of employees at the Department are field workers. The nature of work performed at this Department could be the reason for this.

TABLE 4.9: DISTRIBUTION BY JOB CATEGORY (N=73)		
CATEGORY	FREQUENCY	PERCENT
Administrative staff	15	20.5
Field Worker/Operations staff	58	79.5
Total	73	100.0

Table.4.10 below depicted the gender and Department/office of the respondents. As reflected in the table it is evident that respondents from Andrea Office participated in large numbers 44(60.3%). The above table also illustrated that the same office had an equal number of male and female respondents. The least number of respondents came from the Surveyor General Office with only two (2.7%) - one female and one male.

TABLE 4.10: DISTRIBUTION OF GENDER AND DEPARTMENT/OFFICE OF RESPONDENTS (N=73)						
Office	Male	Percentage	Female	Percentage	Frequency Total	Total Percentage
Surveyor General	1	1.4%	1	1.4%	2	2.7%
Biccard	3	4.1%	3	4.1%	6	8.2%
Schoeman	7	9.6%	14	19.2%	21	28.8%
Andrea	22	30.1%	22	30.1%	44	60.3%
Total	33	45.2%	40	54.8%	73	100.0%

Table 4.11 reflected on the distribution of race and gender of respondents. It shows that 38(52.1%) were African female respondents as compared to other respondents of different races and gender. Based on the above table female coloured respondents were the least of all races that participated in the study with two (2.7%). It can be conclude that African female employees are somewhat dominant in the Department.

TABLE 4.11: DISTRIBUTION OF RACE AND GENDER OF RESPONDENTS (N=73)						
Race	Male	Percentage	Female	Percentage	Total Frequency	Total Percentage
African	33	45.2%	38	52.1%	71	97.3%
Coloured	0	9.6%	2	2.7%	2	2.7%
Total	33	45.2%	40	54.8%	73	100.0%

Table 4.12 shows the frequency distribution of home language and gender of respondents. The table depicts that 20 (27.4%) were Sepedi speaking female respondents followed female Zulu speaking respondents with eight (11.0%). English respondents were the least in numbers with a single female respondents and a male respectively.

TABLE 4.12: HOME LANGUAGE AND GENDER OF RESPONDENTS (N=73)						
Language	Male	Percentage	Female	Percentage	Total	Total percentage
English	0	0.0%	1	1.4%	1	1.4%
IsiZulu	1	1.4%	8	11.0%	9	12.3%
IsiNdebele	2	2.7%	0	0.00%	2	2.7%
Sepedi	18	24.7%	20	27.4%	38	52.1%
Sesotho	1	1.4%	1	1.4%	2	2.7%
Setswana	0	0.00%	1	1.4%	1	1.4%
Swati	1	1.4%	0	0.00	1	1.4%
Tshivenda	5	6.8%	6	8.2%	11	15.1%
Xitsonga	5	6.8	3	4.1%	8	11.0%
Total	33	45.2%	40	54.8%	73	100%

Table 4.13 below depicted the level of education and gender of the respondents. From the table it's clear that more female respondents 21 (28.8%) have with honours degrees compared to their male counterparts 12(16.4%). More female respondents 11 (15.1%) have bachelor's degrees compared to their male counterparts eight (11.0%). Respondents without matric are a minority (1.4%) as compared to all respondents. It can be concluded that the female employees of this Department are somewhat more highly educated as compared to their male counterparts although male employees are in majority when it comes to Master's Degrees.

TABLE 4.13 DISTRIBUTION OF LEVEL OF EDUCATION AND GENDER OF RESPONDENTS (N=73)						
Qualification	Male	Percentage	Female	percentage	Total	Total Percentage
Less than matric	1	1.4%	0	0.00%	1	1.4%
Grade 12/matric	1	1.4%	1	1.4%	2	2.7%
Post school certificate or diploma	7	9.6%	6	8.2%	13	17.8%
Bachelor's degree	8	11.0%	11	15.1%	19	26.0%
Honours degree	12	16.4%	21	28.8%	33	45.2%
Masters degrees	4	5.5%	1	1.4%	5	6.8%
Total	33	45.2%	40	54.8%	73	100%

Table 4.14 depicted the frequency distribution of employment status and gender of respondents. The table illustrated that all the respondents were permanently employed in the Department with a total of thirty three (males) and forty-four females.

TABLE 4.14: DISTRIBUTION OF EMPLOYMENT STATUS AND GENDER OF RESPONDENTS (N=73)						
Employment status	Males	percentage	Females	percentage	Total Frequency	Total percentage
Permanent	33	45.2%	40	54.8%	73	100%

The distribution of job category and gender of respondents is reflected in Table 4.15. The table illustrates that female field workers were majority 32 (43.8%) as compared to their male counterparts 26 (35.6%). The female administrative respondents (11.0%) were also more than male administrative respondents (9.6%). Based on the table it can be concluded that female employees at this Department dominate job categories within the Department.

Table 4.15: DISTRIBUTION OF JOB CATEGORY AND GENDER OF RESPONDENTS (N=73)						
	Male	Percentage	Female	Percentage	Total Frequency	Total Percentage
Administrative staff	7	9.6%	8	11.0%	15	20.5%
Field Worker/Operations	26	35.6%	32	43.8%	58	79.5%
TOTAL	33	45.2%	40	54.8%	73	100%

Table 4.16 depicted the frequency distribution of age and gender of all the respondents. As per the table below that most of the respondents (31.5%) fall between the ages of 35-39 as compared to other age groups. Female respondents between the ages of 25-29 were in more 14(19.2%) compared to their male counterparts 6(8.2%). The female respondents between the ages of 35-39 were also more 12(16.4%) than their male counterparts 11(15.1%).

The respondents between the ages of 55-59 were the least numerous as compared to other age groups and there was only one male. From the table below it can be concluded that younger female employees are in majority within the Department. The male employees of this Department dominate the older age groups such as 50-54 and 55-59. It would appear that the Department tends to recruit younger female employees.

TABLE 4. 16: DISTRIBUTION OF AGE AND GENDER OF RESPONDENTS (N=73)						
Age	Male	Percentage	Female	Percentage	Total Frequency	Total Percentage
Younger than 25	2	2.7%	0	0.00%	2	2.7%
25-29	6	(8.2%)	14	(19.2%)	20	(27.4%)
30-34	6	(8.2%)	9	(12.3%)	15	(20.5%)
35-39	11	(15.1%)	12	(16.4%)	23	(31.5%)
40-44	3	(4.1%)	3	(4.1%)	6	(8.2%)
45-49	2	(2.7%)	2	(2.7%)	4	(5.5%)
50-54	2	(2.7%)	0	(0.00%)	2	(2.7%)
55-59	1	(1.4%)	0	(0.00%)	1	(1.4%)
TOTAL	33	45.2%	40	54.8%	73	(100%)

Table 4.17 shows the frequency distribution for tenure and gender of respondents. The respondents with 6-10 years' experience numbered 31(42.1%) with more females respondents 16 (20.5%) as compared to their male counterparts (20.5%). The respondents with 1-5 years' experience were dominated by males with 16 (21.9%) as compared to female respondents of the same experience (19.2%). As per the table below there were only 10 (13.7%) female respondents with less than one year experience and there were no male respondents with less than a year experience. Only two (2.7%) of respondents with 11-15 years were males with no female respondents in that tenure category. Based on the table the Department is dominated by employees with 1-5 and 6-10 year of experience with majority of them being female. It can also be concluded this Department recruits fairly well as all categories are represented.

TABLE 4.17: DISTRIBUTION OF TENURE/EXPERIENCE AND GENDER OF RESPONDENTS (N=73)						
Tenure /experience	Male	Percentage	Female	Percentage	Total Frequency	Total Percentage
Less than one year	0		10	13.7%	10	13.7%
1 -5 years	16	21.9%	14	19.2%	30	41.1%
6-10 years	15	20.5%	16	20.5%	31	42.1%
11-15 years	2	2.7%	0		2	2.7%
Total	33	45.2%	40	54.8%	73	100%

Table 4.18 below shows the marital status and gender of respondents. The table depicted that respondents were married (47.9%) and that most of them (26.0%) were female as compared to married male respondents (21.9%). Most of the unmarried or single respondents were also females (26.0%) as compared to the single male respondents (16.4%). The widowed respondents (males) were in minority. Based on the depicted table the single and married female employees of this Department were in majority. It can be assumed that the Department has a small number of divorced and widowed employees.

TABLE 4.18. FREQUENCY DISTRIBUTION OF MARITAL STATUS AND GENDER OF RESPONDENTS(N=73)						
Marital status	Male	Percentage	Female	Percentage	Total	Total Percentage
Not married/single	12	16.4%	19	26.0%	31	42.5%
married	16	21.9%	19	26.0%	35	47.9%
Divorced /separated	3	4.1%	2	2.7%	5	6.8%
widowed	2	2.7%	0		2	2.7%
TOTAL	33	45.2%	40	54.8%	73	(100%)

4.2.2. Job satisfaction questionnaire responses

Distribution of intrinsic job satisfaction items

The distribution of the intrinsic job satisfaction items are shown in Table 4.20. It is evident from the table that, although a high percentage of respondents were satisfied with 'the chance to do things for other people' (69.9%), they preferred to work alone (68.1%). A relatively high percentage of respondents (56.1%) were also satisfied 'a chance to do different things from time to time'.

Around 50 % of the respondents reacted favourably to most of the other items. However, only 30.1% were satisfied with 'being able to keep busy all the time' and 'a chance to try my own methods of doing the job'. The respondents were least satisfied (28.8%) with lack of autonomy or 'the freedom to use my own judgement'.

TABLE 4.19: INTRINSIC JOB SATISFACTIONS ITEMS

Items	Dissatisfaction	Percentage	Neutral	Percentage	Satisfied	Percentage
B1. being able to keep busy all the time	22	30.1%	13	17.8%	38	52.1%
B2. The chance to work alone on the job	9	12.5%	14	19.4%	40	68.1%
B3 The chance to do different things from time to time	18	24.7%	14	19.2%	41	56.2%
B4 The chance to be "somebody" in the community	9	13.0%	28	40.6%	32	46.4%
B7 Being able to do things that don't go against my conscience	12	16.4%	23	31.5%	38	52.1%
B8 The way my job provides steady employment	6	8.2%	26	35.6%	41	56.2%
B9 The chance to do things for other people	9	12.3%	13	17.8%	51	69.9%
B10 The chance to tell people what to do	10	13.9%	27	37.5%	35	48.6%
B11 The chance to do something that makes use of my abilities	23	31.5%	14	19.2%	36	49.3%
B15 The freedom to use my own	28	38.4%	24	32.9%	21	28.8%

judgement						
B16 The chance to try my own methods of doing the job	21	28.8%	30	41.1%	22	30.1%
B20 the feeling of accomplishment I get from the job	17	23.6%	19	25%	37	51.4%

Distribution of Extrinsic job satisfaction items

The distribution of the extrinsic job satisfaction items are shown in Table 4.20. The table illustrated that a high percentage of respondents were satisfied with ‘the way my co-workers get along with each other’ (63.0%), were satisfied with ‘the way their boss handles his/her decisions’ and ‘the competence of their supervisor in making decisions’ (56.2%). However 41.1% of respondents were not satisfied with ‘the way the organisation’s policies are put into practice’, while 40.0% of the respondents were least satisfied with ‘the working conditions’, ‘the praise they get for doing a good job’ (37.5%) and ‘their pay and the amount of work they do’ (36.1%).

TABLE 4.20: EXTRINSIC SATISFACTION ITEMS						
Items	Dissatisfaction	Percentage	Neutral	Percentage	Satisfied	Percentage
B5 The way my boss handles his/her decisions	19	26.0%	23	31.5%	31	42.5%
B6 The competence of my supervisor in making decisions	9	12.3%	23	31.5%	41	56.2%
B12 The way the organisation’s policies are put into practice	30	41.1%	25	34.2%	18	24.7%

B13 My pay and the amount of work I do	26	36.1%	30	41.7%	16	22.2%
B14 The chance of advancement on this job	15	20.8%	33	45.8%	24	33.4%
B17 The working conditions	28	40.0%	22	31.4%	20	28.6%
B18 The way my co-workers get along with each other	14	19.2%	13	17.8%	46	63.0%
B19 The praise I get for doing a good job	27	37.5%	27	37.5%	18	25.0%

4.2.3. Organisational commitment responses

Distribution of Affective commitment items

The distribution of affective commitment items are shown in Table 4.21. It's evident from the table that a high percentage of the respondents believed 'this organisation deserves their loyalty' (75.3%). A relatively high percentage of respondents (52.8%) 'would not be very happy to spend the rest of their career with this Department'. Almost 90% of the respondents reacted unfavourably to most of the items.

TABLE 4.21: AFFECTIVE COMMITMENT ITEMS

Items	Disagree	Percentage	Neutral	Percentage	Agree	Percentage
C3 I would be very happy to spend the rest of my career with this Department	38	52.8%	21	29.2%	13	17.8%

C5 Even if it were to my advantage, I do not feel it is right to leave my organisation now	41	56.2%	20	27.4%	12	16.4%
C6 I really feel as if this Department's problems are my own	29	40.8%	24	33.8%	18	25.4%
C12 This organisation deserves my loyalty	11	15.1%	7	9.6%	55	75.3%
C16 This Department has a great deal of personal meaning for me	30	42.3%	20	28.2%	21	29.6%
C18 I owe a great deal to my organisation	31	44.3%	18	25.7%	21	30.0%

Distribution of Continuance commitment items

The distribution of continuance commitment items are depicted in Table 4.22. It is evident from the table that although a high percentage of respondents disagreed that 'too much of their life would be disrupted if they decided to leave my Department now' (64.8%), they also disagreed that 'it would be very hard for

them to leave the Department right now even if they wanted to' (60.3%). A relatively higher percentage of respondents agreed that 'right now, staying with the Department is a matter of necessity as much as desire' (46.6%), while (43.8%) disagreed that 'they do not feel any obligation to remain with my current employer' and that 'one of the few negative consequences of leaving this Department would be the scarcity of available alternatives' (42.5%). However, a smaller percentage agrees that 'if they had not already put so much of myself into this Department, I might consider working elsewhere' (23.3%).

TABLE 4.22: CONTINUANCE COMMITMENTS ITEMS						
Items	Disagree	Percentage	Neutral	Percentage	Agree	Percentage
C 1 It would be very hard for me to leave my Department right now even if I wanted to	44	60.3%	14	19.2%	15	20.5%
C 2 I do not feel any obligation to remain with my current employer	32	43.8%	15	20.5%	26	35.6%
C 4 One of the few negative consequences of leaving this Department would be the scarcity of available alternatives	31	42.5%	22	30.1%	20	27.4%
C7 Right now, staying with my Department is a matter of necessity as much as desire	15	(20.5%)	24	32.9%	34	46.6%
C13 If I had not already put so much of myself into this Department, I might consider working elsewhere	29	39.7%	27	37.0%	17	23.3%

C17 Too much of my life would be disrupted if I decided to leave my Department now	46	64.8%	20	28.2%	5	7.%
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Distribution of Normative Commitment items

The distribution of normative commitment items are depicted in Table 4.23. It is evident from the table that although a high percentage of respondents disagreed that ‘I would feel guilty if I left my organisation now’ (69.9%), they also disagreed that ‘they do not feel a strong sense of “belonging” to my Department’ (52.1%). A relatively higher percentage of respondents disagreed that ‘they feel that they have too few options to consider leaving this Department’ and that ‘they would not leave their organisation right now because they have a sense of a sense of obligation to the people in it’ (50.7%), while (42.5%) disagreed that ‘they do not feel like “part of the family” in my Department’. However (38.1%) of respondents agreed that ‘they do not feel “emotionally attached” to this Department’.

TABLE 4.23: NORMATIVE COMMITMENT ITEMS						
Items	Disagree	Percentage	Neutral	Percentage	Agree	Percentage
C8. I do not feel a strong sense of “belonging” to my Department	38	52.8%	13	18.%	21	29.2%
C9 I feel that I have too few options to consider leaving this Department	37	50.7%	13	17.8%	23	31.5%
C10 I do not feel “emotionally attached” to this	23	31.5%	22	30.1%	28	38.4%

Department						
C11 I do not feel like “part of the family” in my Department	41	56.2%	14	19.2%	18	24.7%
C14 I would not leave my organisation right now because I have a sense of obligation to the people in it	37	50.7%	19	26.0%	17	23.3%
C15 I would feel guilty if I left my organisation now	51	70.8%	13	18.1%	8	11.1%

The distribution of the turnover intention items are shown in Table 4.24. The Intention to Stay Questionnaire was used to collect the data for turnover intention. It is evident from the table that a high percentage of respondents were always ‘planning to look for a new job within the next 12 months’ (69.3%). A relatively high percentage of respondents indicated that they ‘are likely going to be actively looking for a new job outside of this institution over the next year’ and ‘they always “dream about getting another job that will suit their personal needs’ (64.2%). Around 70 % of the respondents also reacted unfavourably to most of the other items. However, only 45.3% indicated that never ‘to any extent does their job have a negative effect on my personal wellbeing’.

TABLE 4.24: TURNOVER INTENTION ITEMS

Items	Never	Percentage	Neutral	Percentage	Always	Percentage
D1 How often have you considered leaving your job?	17	26.6%	16	25.0%	31	48.4%

D2 How frequently do you scan newspapers in search of alternative job opportunities?	14	21.9%	17	26.6%	33	51.5%
D3 To what extent is your current job satisfying your personal needs?	17	25.8%	33	50.0%	16	24.2%
D4 How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	20	31.3%	25	39.0%	19	29.7%
D5 How often are personal values at work compromised?	27	40.9%	29	43.9%	10	15.2%
D6 How often do you dream about getting another job that will suit your personal needs?	9	13.4%	15	22.4%	43	64.2%
D7 How likely are you to accept another job at the same compensation level should it be offered to you?	17	25.4%	15	22.4%	35	52.2%
D8 How often do you look forward to another day at work?	13	20.0%	29	44.6%	23	35.4%
D9 How often do you think about starting your own business?	16	24.6%	19	29.2%	30	46.2%

D10 To what extent do other responsibilities prevent you from quitting your job?	15	23.1%	19	29.2%	31	47.7%
D11 To what extent do the benefits associated with your current job prevent you from quitting?	21	31.8%	18	27.3%	27	40.9%
D12 How frequently are you emotionally agitated when arriving home after work?	26	38.8%	27	40.3%	14	20.9%
D13 To what extent does your current job have a negative effect on your personal well-being?	29	45.3%	21	32.8%	14	21.9%
D14 To what extent does the "fear of the unknown," prevent you from quitting?	14	21.9%	19	29.7%	31	48.4%
D15 How frequently do you scan the internet in search of alternative job opportunities?	11	17.%	22	33.8%	32	49.2%
D16 Do thoughts of quitting your job cross your mind?	22	33.3%	25	37.9%	19	28.8%
D17 Do you plan to look for a new job within the next 12 months?	6	9.2%	14	21.5%	45	69.3%
D18 How likely is it that, over	8	12.9%	11	17.7%	43	69.4%

the next year, you will actively look for a new job outside of this institution?						
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4.2.4. Reliability of data

Cronbach's Alpha coefficients were used to assess the reliability of all constructs: job satisfaction, organisational commitment and turnover intention. According to (Sakaran, 2003: 78), Cronbach Alpha is used as a measure of internal consistency. This means it will generally increase as the inter-correlations among test items increase, and is known as an internal consistency estimate of reliability of test scores. Internal consistency is used to describe the extent to which all the items in a test measure the same concept. Sekaran (2006) indicated that reliabilities with less than 0.60 are deemed poor while those in the range of 0.70 – 0.80 are acceptable and those above 0.80 are considered as good. The tables below show the Cronbach Alpha values for both independent variables (job satisfaction and organisational commitment) and the dependent variable (turnover intention) are good. Job satisfaction's Cronbach Alpha results are depicted in Table 4.25 and the Cronbach Alpha = 0.876. The questionnaire achieved good reliability score as is it above 0.80.

TABLE 4.25: RELIABILITY SCORES FOR JOB SATISFACTION QUESTIONNAIRE				
Scale Mean if Item Deleted	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b1	42.30	63.311	.539	.869
b2	42.02	64.822	.523	.869
b3	42.16	64.361	.503	.870
b4	42.19	63.770	.655	.865
b5	42.33	62.806	.635	.865
b6	42.14	64.770	.533	.869
b7	42.17	64.824	.515	.870
b8	42.06	65.060	.563	.868

b9	41.94	65.093	.544	.869
b10	42.21	66.037	.415	.873
b11	42.30	64.827	.414	.873
b12	42.76	67.152	.292	.877
b13	42.65	66.941	.336	.875
b14	42.41	63.891	.613	.866
b15	42.57	66.733	.320	.876
b16	42.44	65.606	.426	.872
b17	42.63	67.945	.220	.880
b18	42.10	63.442	.589	.867
b19	42.62	65.433	.447	.872
b20	42.24	63.507	.569	.867

Organisational commitment Cronbach Alpha results are depicted in Table 4.26. The Cronbach Alpha obtained = 0.737. The questionnaire achieved acceptable reliability with a score 0.70 – 0.80.

TABLE 4.26: RELIABILITY SCORES FOR ORGANISATIONAL COMMITMENT QUESTIONNAIRE				
Scale Mean if Item Deleted	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
c1	31.05	33.121	.466	.712
c2	30.73	36.571	.066	.750
c3	30.98	33.954	.403	.718
c4	30.79	33.862	.364	.721
c5	31.08	34.102	.407	.719
c6	30.80	34.068	.360	.722
c7	30.35	37.615	-.014	.753
c8	30.86	35.350	.188	.738
c9	30.82	32.397	.477	.710

c10	30.59	34.676	.273	.730
c11	30.95	36.352	.105	.744
c12	29.97	36.922	.082	.743
c13	30.80	33.668	.419	.717
c14	30.91	33.930	.366	.721
c15	31.21	34.047	.433	.717
c16	30.71	33.624	.377	.720
c17	31.21	34.324	.477	.716
c18	30.74	32.348	.504	.707

Turnover Intention Cronbach Alpha results are depicted in Table 4.27 and the Cronbach Alpha = 0.617. The questionnaire achieved acceptable reliability with a score between 0.70 – 0.80.

TABLE 4.27: RELIABILITY SCORES FOR TURNOVER INTENTION QUESTIONNAIRE				
Scale Mean if Item Deleted	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
d1	37.02	23.053	.270	.597
d2	36.95	22.515	.358	.583
d3	37.35	28.125	-.362	.673
d4	37.23	23.608	.220	.604
d5	37.51	24.790	.089	.621
d6	36.75	22.046	.506	.566
d7	37.04	23.392	.219	.605
d8	37.14	26.873	-.195	.657
d9	37.05	25.086	.019	.634
d10	36.95	22.408	.405	.578
d11	37.19	23.480	.199	.608
d12	37.44	22.965	.332	.589
d13	37.51	23.040	.290	.594
d14	37.05	24.694	.067	.627

d15	36.96	22.856	.342	.587
d16	37.30	22.463	.363	.583
d17	36.65	22.339	.520	.568
d18	36.68	21.791	.553	.560

4.2.3. Correlations for variables of the study

The central research question in the study is: Is there a relationship between organisational commitment, job satisfaction and turnover intention? The following operational hypotheses were formulated to answer the question above.

Correlation between organisational commitment and turnover intention

H1: There is a relationship between overall organisational commitment and turnover intention.

H₀: There is no relationship between overall organisational commitment and turnover intention.

Concerning the correlation between organisational commitment and turnover intention the information in Table 4.28 below depicted $r = -0.201$ with a p -value = 0.088 (p -value > 0.05). There was a failure to reject the null hypothesis and there appears to be no statistically significant relationship between the two variables despite evidence of a negative relationship between them.

Correlation between job satisfaction and turnover intention

H2: There is a relationship between overall job satisfaction and turnover intention.

H₀: There is no relationship between overall job satisfaction and turnover intention.

The relationship between job satisfaction and turnover intention/intention to stay is depicted in Table 4.28. It is evident from the table that $r = -0.097$ and p -value = 0.415. Given that the p -value > 0.05 there was a failure to reject the null

hypothesis and there appears to be no statistically significant relationship between the two variables despite evidence of a negative relationship between them.

Correlation between organisational commitment and job satisfaction

H3: There is a relationship between overall organisational commitment and job satisfaction.

H₀: There is no relationship between overall organisational commitment and job satisfaction.

The relationship between organisational commitment and job satisfaction is illustrated in Table 4.28. Based on the $r = 0.008$ and $p\text{-value} = 0.947$ a positive relationship does exist between organisational commitment and job satisfaction even though it's not statistically significant, given that the $p\text{-value} > 0.05$.

TABLE 4.28. CORRELATIONS TABLE FOR ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND TURNOVER INTENTION

		Job satisfaction	Organisational commitment	Intention to stay
Job satisfaction	Pearson Correlation	1	.008	-.097
	Sig. (2-tailed)		.947	.415
	N	73	73	73
Organisational commitment	Pearson Correlation	.008	1	-.201
	Sig. (2-tailed)	.947		.088
	N	73	73	73
Intention to stay	Pearson Correlation	-.097	-.201	1
	Sig. (2-tailed)	.415	.088	
	N	73	73	73

Correlation between organisational commitment components and turnover intention

H4: There is a relationship between each organisational commitment component and turnover intention.

H₀: There is no relationship between each organisational commitment component and turnover intention

Table 4.29 shows the relationship between three factors of organisational commitment and turnover intention.

Continuance commitment and turnover intention

- The Pearson Product-Moment Correlation coefficient between turnover intention and continuance commitment was $r = -0.217$ with a p -value = 0.66 (p -value > 0.05) indicating that the correlation is negative. The evidence indicates that there is a statistically non-significant negative relationship between the two variables. The null hypothesis was not rejected.

Affective commitment and turnover intention

- The relationship between affective commitment and turnover intention is depicted in table below with $r = -0.153$ and a p -value = 0.196 (p -value > 0.05). The relationship between affective commitment and turnover intention was found to be negative even though it is not statistically significant. The null hypothesis was not rejected.

Normative commitment and turnover intention

- The relationship between normative commitment and turnover intention is depicted in table below with $r = -0.084$ and a p -value = 0.478 (p -value > 0.05). The hypothesis that there is a relationship between normative commitment and turnover intention is rejected even though the relationship is negative. The null hypothesis was not rejected because the relationship is not statistically significant.

TABLE 4.29. CORRELATIONS FOR THREE ORGANISATIONAL COMMITMENT FACTORS AND TURNOVER INTENTION					
		Turnover Intention	Continuance commitments	Affective Commitments	Normative commitment
Turnover Intention	Pearson Correlation	1	-.217	-.153	-.084
	Sig. (2-tailed)		.066	.196	.478
	N	73	73	73	73
Continuance commitments	Pearson Correlation	-.217	1	.416**	.344**
	Sig. (2-tailed)	.066		.000	.003
	N	73	73	73	73
Affective Commitments	Pearson Correlation	-.153	.416**	1	.205
	Sig. (2-tailed)	.196	.000		.082
	N	73	73	73	73
Normative commitment	Pearson Correlation	-.084	.344**	.205	1
	Sig. (2-tailed)	.478	.003	.082	
	N	73	73	73	73

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

Correlation between elements of job satisfaction and turnover intention

H5: There is a relationship between each of the elements of intrinsic and extrinsic job satisfaction and turnover intention.

H₀: there is no relationship between each of the elements of intrinsic and extrinsic job satisfaction and turnover intention.

Extrinsic job satisfaction

Pay and turnover intention

Correlations between pay and turnover intention is depicted in Table 4.30. With $r = -0.055$ and a p value = -0.164 (p -value > 0.05) the null hypothesis was not rejected. There is no statistically significant correlation between pay and turnover intention, although the evidence suggests a negative relationship.

TABLE 4.30: CORRELATION BETWEEN PAY AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Interval by Interval Pearson's R	-.055	.123	-.461	.646c
Ordinal by Ordinal Spearman Correlation	-.164	.124	-1.395	.167c
N of Valid Cases	72			

Promotion and turnover intention

The correlation between promotion and turnover intention as depicted in Table 4.31 with $r = -0.007$ and p value = -0.63 (p -value > 0.05) shows no statistically significant relationship between promotion and turnover intention. Therefore there was a failure to reject the null hypothesis even though there is some evidence of a negative relationship between the two variables.

TABLE 4.31. CORRELATION BETWEEN PROMOTION AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Interval by Interval Pearson's R	-.007	.127	-.160	.952c
Ordinal by Ordinal Spearman Correlation	-.163	.130	-1.385	.171c
N of Valid Cases	72			

Company policies and practices and turnover intention

The correlation between company policies and practices and turnover intention is illustrated in Table 4.32, with $r = -0.048$ and a p -value = -0.14 (p -value > 0.05).

There was a failure to reject the null hypothesis. The correlation between company policies and practices and turnover intention is not statistically significant even though the relationship is negative.

TABLE 4.32. COMPANY POLICIES AND PRACTICES AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig
Interval by Interval Pearson's R	-.048	.125	-.401	.689c
Ordinal by Ordinal Spearman Correlation	-.114	.118	-.968	.337c
N of Valid Cases	73			

Supervision and turnover intention

The correlation between supervision and turn overintention are depicted in Table 4.33. The table demonstrates $r = -0.99$ and a p -value = -0141 (p -value > 0.05). The evidence to reject null hypothesis is weak and the negative correlation between supervision and turnover intention is not statistically significant.

TABLE 4.33.CORRELATION BETWEEN SUPERVISION AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig
Interval by Interval Pearson's R	-.141	.098	-1.202	.233c
Ordinal by Ordinal Spearman Correlation	-.099	.124	-.842	.403c
N of Valid Cases	73			

Co-workers and turnover intention

The relationship between co-workers and turnover intention was depicted in Table 4.34. The table depicted $r = -0.167$ and a p value = -0.147 (p -value > 0.05). The null hypothesis was not rejected because of weak evidence against it. The table demonstrates that the negative correlation between co-workers and turnover is not significant.

TABLE 4.34. CORRELATION BETWEEN CO-WORKERS AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig
Interval by Interval Pearson's R	-.167	.116	-1.413	.162c
Ordinal by Ordinal Spearman Correlation	-.147	.129	-1.243	.218c
N of Valid Cases	72			

Intrinsic job satisfaction

Autonomy/Independence and turnover intention

The correlation between autonomy and turnover intention is depicted in Table 4.35 with $r = -0.167$ and a p -value = -0.147 (p -value > 0.05). The null hypothesis was not rejected due to weak evidence. The negative correlation between autonomy and turnover intention is not statistically significant.

TABLE 4.35. CORRELATIONS BETWEEN AUTONOMY/INDEPENDENCE AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig
Interval by Interval Pearson's R	-.167	.116	-1.413	.162c
Ordinal by Ordinal Spearman Correlation	-.147	.129	-1.243	.218c
N of Valid Cases	72			

Work itself/ working conditions and turnover intention

The relationship between work itself/working condition and turnover intention is shown in Table 4.36 with $r = 0.000$ and a p value = -0.076 (p -value > 0.05). The null hypothesis is not rejected due to weak evidence against it. The correlation

between work itself/working conditions and turnover intention is not statistically significant. The evidence show no relationship between the two variables.

TABLE 4.36. CORRELATION BETWEEN WORK ITSELF/ WORKING CONDITIONS AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig
Interval by Interval Pearson's R	.000	.110	.004	.997c
Ordinal by Ordinal Spearman Correlation	-.076	.128	-.626	.533c
N of Valid Cases	69			

Recognition and turnover intention

Table 4.37 depicted the relationship between recognition and turnover intention with $r = -0.129$ and a p value = -0.206 (p -value > 0.05). Given that p -value > 0.05 the null hypothesis is not rejected due to weak evidence. The table also portrays that the negative relationship between recognition and turnover intention is not statistically significant.

4.37. CORRELATION BETWEEN RECOGNITION AND TURNOVER INTENTION				
	Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Interval by Interval Pearson's R	-.129	.119	-1.056	.295c
Ordinal by Ordinal Spearman Correlation	-.206	.120	-1.708	.092c
N of Valid Cases	68			

CHAPTER 5

SUMMARY, RECOMMENDATIONS, CONCLUSION

5.1. INTRODUCTION

The question asked was that whether there a relationship between organisational commitment, job satisfaction and turnover intention of employees in the Department of Rural Development and Land Reform in Limpopo Province?

Similar studies have been conducted in other settings and organisations but have not previously been done at the Department of Rural Development and Land Reform, Limpopo Province. The researcher decided to conduct research in this Department given their retention problems.

To respond to the research question different hypotheses were tested.

This chapter outlines key research findings as well as the research implications and are compared to previous research findings similar to the current study. The chapter also includes a discussion of the limitations of the study and recommendations for future research.

5.2. CONCLUSIONS

The findings of the present study only partially support previous research findings on the relationship between job satisfaction, organisational commitment and turnover intentions. It would appear that the direction of the relationship between both job satisfaction and organisational commitment as independent variables, and turnover intention (dependent variable) are negative. This finding is in line the findings of other researchers, such as Aydogdu and Asikgil (2011) and Arendolf (2013), as discussed in the literature review. However, the findings of the present study were inconclusive. It reflected that that the relationship between job satisfaction, organisational commitment and turnover intention was found to be statistically non-significant. This means that evidence could not be found to show that as the level of job satisfaction and job commitment increase

so does turnover intention decreases. The same holds true for the relationship between intrinsic and extrinsic job satisfaction and turnover intention as well as between affective, normative and continuance commitment and turnover intention. Therefore, this conclusion is not supported by previous studies (Arendolf, 2013; Mobley, 1977; Rahman et al., 2008). In the present study neither job satisfaction nor organisational commitment factors determining employees' intention to leave the target organisation.

This study finding could rather be considered as 'an exception to the rule' as is case in studies that were previously conducted by Hsu (2009) and El-Jardali and Fooks (2007). Hsu found a positive but not significant relationship between organisational commitment and turnover intention. El-Jardali and Fooks found a where a negative non-significant correlation between job satisfaction and turnover intention. The study further revealed that the main reason for dissatisfaction and intention of employees to leave was associated with compensation and incentives offered by the organisation which the study was conducted.

It would therefore not be of any benefit to come up with suggestions to help with the retention of employees by recommending interventions to increase the job satisfaction and commitment levels of employees in the target organisation. However, the Department should at least continue to cater for the needs of their employees. It remains the responsibility of both employer and employee to create a happy and productive working environment and to meet organisational and personal goals and expectations.

Even though the findings failed to provide evidence of significant relationships among the variables of interest the findings do suggest that the employees of this Department mostly experience intrinsic job satisfied. However, they are divided on the extrinsic satisfaction. The intrinsic satisfaction indicated a high percentage of respondents who were satisfied with some of the intrinsic items. This is evident from the results with most of them satisfied with the chance to do things for other people. However, they preferred to work alone on their jobs.

The findings mean that if the Department could provide individual tasks they would most probably have more satisfied employees. In addition the Department needs to encourage team work where employees can assist each other.

The findings revealed that employees were mostly satisfied with supervision, autonomy and the relationship amongst co-workers. This is good for the Department as team work needs to be encouraged and on the other hand encourage creativity by employees. Respondents were least satisfied with lack of autonomy or the freedom to use their own judgement. This finding means that the Department needs to provide employees with an opportunity to make their own judgement and provide the space for new ideas.

The findings revealed employees were satisfied with some extrinsic satisfaction items but least satisfied with other extrinsic satisfaction items. Respondents were satisfied with the way their colleagues get along with each other. They were least satisfied with the working conditions, the way the organisational policies are put into practice as well as the amount of work they do. The study also revealed that employees were not satisfied with pay. This findings are consistent with those of Saeed, Lodhi, Iqbal, Nayyab, Mussawar and Yaseen (2013) that everyone wants money hence they get employed and the power payment should therefore not be underestimated.

The findings mean that the organisation needs to provide good working condition to achieve high a level of employee satisfaction. The Department also needs to implement policies to increase the satisfaction of employees. The Department needs to review the payment structure to suit the amount of work done by the employees. They need to acknowledge the work done by the employees. For example, in the form of rewards or words of encouragement; putting into practice the Departmental policies and apply them fairly to all employees without favour; and provide good working conditions.

Employees were also divided on the issue of promotional opportunities offered by the Department as per the findings. This is supported by Reginald (2011)

who indicated that rewarding employees for a job well done or praise for a job well done or even an incentive boost the level of self-determination. This means that the Department needs to enhance career development programs to enable employees to be competent and if employees lack skills Department need to allow for skill development through training.

These findings are supported by Pietersen (2005) whose findings showed that intrinsic and extrinsic factors could negatively affect the turnover rate of nursing staff. Most respondents in her study were not satisfied with their working conditions, supervision, management style and salary. The findings are also supported by Masemola (2011) who indicated that extrinsic satisfaction factors such as compensation and working conditions need to be taken care of by those in management of the organisation because unhappy employees will be demotivated and not perform optimally. This is especially true if compensation and working conditions are not satisfactory.

Continuance commitment is about benefits of staying with the organisation as opposed to the costs that are associated with leaving the organisation (Meyer & Allen 1991). The findings on continuance commitment revealed that a large number of respondents believed that too much of their life would be disrupted if they decided to leave the Department now. Yet they disagreed that it would be very hard for them to leave their Department right now even if they wanted to. This means that even though they feel that leaving the organisation now might disrupt their lives they don't actually believe it would be that difficult.

Most of the respondents' responses on affective commitment items showed that they believed that the Department deserve their loyalty. However, they would not be happy to spend the rest of their careers with this Department. This means that although they feel that it deserve their loyalty, they still want to pursue their careers elsewhere. Given that affective commitment includes a sense of belonging and identification which increases employees' involvement in organisational goals (Meyer & Allen, 1991) is very important that the Department ensures that they look at the issue of affective commitment and loyalty of their employees. This could be done by creating a good working

environment, and incentives or benefits that will motivate employees to remain with the Department.

It is evident from the findings that employees did not feel that there is something that is tying them to the organisation and they can leave at any given time. This is reflected by the high percentage of respondents disagreed with most of the normative commitment items. Employees indicated that their commitment to the organisation does not depend on obligation, or a guilty conscience or whether they have fewer options to consider if they were to leave. The Department needs to keep those employees who would give the Department first preference and this could be achieved through individual engagement and providing good working conditions.

The study findings reveal the existence of a positive relationship between organisational commitment and overall job satisfaction - even though it is not significant. These findings are consistent with the study done by Eleswed (2013) who found a positive relationship exists between job satisfaction and organizational commitment in a study done in a bank in the Kingdom of Bahrain. Suma and Lasha (2013) also discovered a significant positive relationship between job satisfaction and organizational commitment in their study done in Municipality of Shkoder. This means that the greater the job satisfaction with the organisational employees the more committed they will be to the organization. However, in the present study this assumption cannot be made although the Department needs to take care of the employees needs and ensure that they are happy at the work place so that they can reward the organisation with loyalty.

5.3. RECOMMENDATIONS

Based on the results of the study the following recommended. Given the findings and the role that employees play in the achievement of departmental goals the leadership of the Department needs to create a beneficial working environment and improve on working conditions. This could be done by first looking at the physical environment in which employees' work and all the

physical aspects (office, parking space, kitchen, bathrooms) of work environment that can make it easy for employees to work.

The leadership should also consider career advancement programmes to keep employees skilled and task oriented. A culture of learning through bursaries, workshop, and conferences should be developed. Most employees want to know how they are performing; good or bad. Departmental leaders need to ensure that employees are provided with feedback on how they are performing and assist them to improve their performance. In relation to the job itself employees of this Department need clear job descriptions. Payments/salaries of employees need to be equitable.

Departmental policies need to provide clear guidelines for everyone to understand them and they need to be applied fairly to all employees of the Department. It is recommended that a retention strategy be pursued drawing attention to commitment and job satisfaction to obtain a committed and satisfied workforce through application and implementation of suitable human resource policies. This could be in the form of training, career planning and advancement opportunities, employee engagements and compensation plan to reduce employee turnover intention (Rahman, Naqvi & Ramay, 2008).

5.4. CONTRIBUTIONS OF THE STUDY

This study and future similar research may assist human resource managers as well as all operational managers of the Department to be proactive regarding the status of all employees within the Department with regard to organisational commitment, job satisfaction and turnover intention. The study also contributes to literature on the relationship between the variables of interests in a specific type of organisation.

5.5. LIMITATIONS OF THE STUDY

The study was conducted in the Department of Rural Development and Land Reform, Limpopo Province. Even though objectives were achieved there are still aspects of the research such as small sample size with N=73 which raise

concerns and can result in a lack of statistical representation. The majority of respondents were from the two big offices of the Limpopo Department while other offices did not take part in numbers. The small sample size may not accurately reflect the target population. It becomes very difficult to find significant relationships from findings with a small sample size. The sample needs to be representative of the population for results to be generalised or transferred.

Secondly the researcher did not make use of any sampling methods as questionnaires were sent to every employee in the Department. Different sampling methods can be used such convenience sampling which can be used by almost anyone and has been around for generations (Dessler, 2003: 52). The issues with convenience sampling are generally negative and focus on the lack of representative respondents within the study.

Data were collected from only Limpopo office of the Department of Rural Development and Land Reform as a result it limits the generalisability of the study. Findings can only be generalised when data is based on random samples of sufficient size and for quantitative research studies is generally assumed that the bigger the sample size, the more valid and more reliable the findings are (Dessler, 2003). Generalisation of findings can be done in studies where research has been replicated on many different populations (Arendolf, 2013).

The task of administering and collecting the data was heavily constrained by time and it was assumed that all respondents were honest in their responses, as the research results are dependent on the reliability and honesty of the respondents. Finally, no qualitative data were collected which may have been useful in adding meaning to the statistical findings.

Due to these limitations future research to replicate the findings of the study in other similar organisations is recommended.

5.6. CONCLUDING REMARKS

The findings and results of the study revealed some evidence that the relationship between organisational commitment and job satisfaction was positive, with the relationship between organisational commitment and turnover intention being negative. However the findings are inconclusive as the relationships between the variables were statistically non-significant.

The leadership of the organisation needs to ensure that recommendations are implemented or executed to contribute to the satisfaction and commitment of employees and they as well need to ensure that retention strategies are in place.

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APPENDIX A: MEMORANDUM OF REQUEST AND ACCEPTANCE LETTER



rural development
& land reform

Department
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA



OFFICE OF THE REGIONAL LAND CLAIMS COMMISSIONER: LIMPOPO

Private Bag X 9552, Polokwane, 0700, 61 Biocard Street Tel: (015) 284 6300 Fax: (015) 295 7404/7403, E-mail address: clientrelations@ruraldevelopment.gov.za. Also at 96 Kagiso House Cnr. Rissik and Schoeman Street Tel: (015) 287 2600 and Andree Building Tel: (015) 287 9460

MEMORANDUM

TO : MR P SEKAWANA

CHIEF DIRECTOR HRM

SUBJECT: REQUEST TO CONDUCT AN ACADEMIC RESEARCH STUDY IN THE
DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
LIMPOPO: PSSC

1. PURPOSE

- 1.1. To brief the Chief Director about the intended academic study and how it could benefit the department.
- 1.2. To request for approval to conduct the study
- 1.3. To request the Chief Director HRM to sign the attached letter if he approves.

2. BACKGROUND AND MOTIVATION

I Mainetsa Adolph Ramogale, Persal number 82188661 an employee of the Department of Rural Development and Land reform in Limpopo under the Restitution Branch. I have enrolled with the University of Limpopo student number: 200013344, for a Masters in Human Resources Management. To complete the programme I have to submit a Dissertation in any field of my choice preferably related to Human resources Management. I chose a topic in the field of human resource after observing that the Department is loosing highly skilled or

1

experienced employees. This issue will definitely influence the provision of services to our people or communities negatively. The findings of the research study will help the Management of the Department to assimilate the state/phase the Department is at with regard to management of its HR, the employees' expectations and needs, employee Turnover intention and their commitment to the Department. Perhaps management can use the research report to make estimates of possible loss and gain if the HR element is managed differently and/or meticulously than presently. The department can use the information from the report to extract imperative information that can assist them in decision-making with regard to the management of HR. The topic of my research study is **The Relationship between Organizational Commitment, Job Satisfaction and Turnover Intention in the Department of Rural Development and Land Reform in Limpopo Province.**

I appeal to conduct the study in the Department as it is one Department that has an impact on the economy of the Province and the Country as well as an area of interest for all political parties in the country. My supervisor is Prof C. Petersen a Senior lecturer and specialist in Human Resource Management. My research proposal and a sample of the questionnaires are appended and the research findings and recommendations will be submitted to the Department as well if deemed necessary Contacts:

See attached letter as annexure 'A'
See attached questionnaires as annexure B
See attached research proposal as annexure C

Student – Mr. M.A. Ramogale

Tel: (015) 287 9460/91 (w)

Email: MARamogale@ruraldevelopment.gov.za/maramogale@gmail.com

Mobile: 082 302 4438

Supervisor – Prof C. Petersen

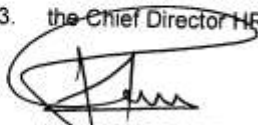
Tel: (015 268 2632)

Email: charlotte.pietersen@ul.ac.za

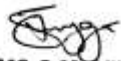
3. **RECOMMENDATION**

It is therefore recommended that

- 3.1. the Chief Director HRM note the contents of the memo.
- 3.2. the chief Director HRM grant approval to conduct the study
- 3.3. the Chief Director HRM signs the letter if he approves


MR RAMOGALE
SENIOR PROJECT OFFICER
DATE: 2014/07/16

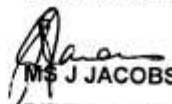
Recommendation 3.1 supported / ~~not supported~~ / amended


MS S MAYINGA
DIRECTOR: CORPORATE SERVICES
DATE 16/07/2014

Recommendation 3.1 supported / ~~not supported~~ / ~~amended~~


MR J.S. MASHAPHU
CHIEF DIRECTOR: LPSSC
DATE: 21/07/2014

Recommendation 3.1 supported / ~~not supported~~ / ~~amended~~


MS J JACOBS
DIRECTOR: HRD
DATE 29/07/2014

Please submit a copy of the research report on completion to Dired



rural development
& land reform
Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA

OFFICE OF THE REGIONAL LAND CLAIMS COMMISSIONER: LIMPOPO

Private Bag X 9552, Polokwane, 0700, 61 Biccard Street Tel: (015) 284 6300 Fax: (015) 295 7404/7403, E-mail address: clientrelations@ruraldevelopment.gov.za. Also at 96 Kagiso House Cnr. Rissik and Schoeman Street Tel: (015) 287 2600 and Andrea Building Tel: (015) 287 9460

TO WHOM IT MAY CONCERN

PERMISSION TO CONDUCT A RESEARCH STUDY

Mr M.A. Ramogale is a registered student in the Faculty of Management and Law at the University of Limpopo and an employee of the department of Rural Development and Land Reform.

The title of her accepted dissertation proposal is "The Relationship between Organizational Commitment, Job Satisfaction and Turnover Intention in the Department of Rural Development and Land Reform".

He has been granted permission to conduct a research study on the indicated title which will contribute to the knowledge pool of current perceptions of employees of the department in Limpopo Province. Notably, the study will highlight possible problem areas within the Department aiding Management to focus more attention on its human resource endeavors.

The intended study will be carried across all respective units within the Department and will target all employees (both permanent and contract) of the department who have an email address. The study will be distributed electronically and thus will be sent via a bulk email to all potential respondents. Anonymity will be guaranteed in the study. Completion of the Questionnaire should not exceed proportionally 45 minutes.

Your contribution, by participating, will hopefully assist the Department in addressing Human Resource issues that are related to the study.



MR J.S. MASHAPHU
CHIEF DIRECTOR: LPSSC

APPENDIX B: DEMOGRAPHIC DETAILS QUESTIONNAIRE

IMPORTANT NOTIFICATION TO RESEARCH PARTICIPANTS

1. Completion of the following questionnaire(s) and participation in the following interview is voluntary and anonymous /confidential.
2. Only grouped responses are for scientific analysis and dissemination.
3. The individual identities of respondents (in the unlikely event that it may become known) are protected at all the times.

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM LIMPOPO SURVEY

Instructions

There are a number of questions in this questionnaire all about the organisation you work for .You really need to apply your mind in answering the questions and tick (√) the number /box (□) corresponding to the response that most accurately represents your view. There is no wrong or right answer as this are opinion related items (questions) you are requested to provide your frank and honest opinion.

The entire questionnaire had four different Sections and please complete all of them

DEMOGRAPHIC DETAILS

1. Please indicate your age group
[In complete years]

Younger than 25	
25-29	

30-34	
35-39	
40-44	
45-49	
50-54	
55-59	
60 Or older	

2. What is your gender?

male		female	
------	--	--------	--

3. What is your race?

African		White		Coloured		Indian		Asian	
---------	--	-------	--	----------	--	--------	--	-------	--

4. What is your highest academic qualification?

Less than Grade 12	
Grade 12/Matric	
Post-school certificate or diploma	
Bachelor's degree	
Honours degree	
Master's degree	

Doctorate	
Post-Doctoral Degree/Professor	

5. What do you consider your predominant home language?

Afrikaans	
English	
IsiZulu	
IsiXhosa	
IsiNdebele	
Sepedi	
Sesotho	
Setswana	
Swazi	
Tshivenda	
Xitsonga	
Other African	
Other European	
Other Asian	

6. What is your marital status?

Not Married(single)	
---------------------	--

Married	
Divorced or Separated	
Widowed	

7. At which office of the Department of Rural Development and Land Reform do you predominantly work?

Spatial Office	
Surveyor General Office	
Biccard Office	
Schoeman Office	
Andrea Office	

8. How many complete years have you been working at Department of Rural Development and Land Reform Limpopo?

Less than one year	
1-5 years	
6-10 years	
11-15 years	
16-20 years	
21-25 years	
26-30 years	
More than 30 years	

9. What is your current job status?

Permanent	
Contract	
Temporary	
Other (please specify)	

10. Under which category of service are you employed at Department of Rural Development and Land Reform Limpopo?

Administrative Staff	
Field Worker/Operations Staff	

11. Which section are you employed in?.....

APPENDIX C: JOB SATISFACTION QUESTIONNAIRE

IMPORTANT NOTIFICATION TO RESEARCH PARTICIPANTS

1. Completion of the following questionnaire(s) and participation in the following interview is voluntary and anonymous /confidential.
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JOB SATISFACTION QUESTIONNAIRE

The purpose of this section is for you to tell about one's feeling about the job and what things you are satisfied with and those that you are not satisfied with. Based on the answers from you and others like you we hope to get better understanding of the things people like and dislike about their jobs.

Answering guidance:-

-if you feel that your job gives you more than you expected, tick the box under **"VS"** (Very Satisfied)

-if you feel that your job gives you what you expected, tick the box under **"S"** (Satisfied)

-if you cannot make up your mind whether or not the job gives you what you expected, tick the box under **"N"** (Neutral i.e. Neither satisfied nor Dissatisfied),

-if you feel that your job gives you much less than you expected, tick the box under **"VD"** (very Dissatisfied)

On my present job, this is how I feel about.....	VD	D	N	S	VS
1. being able to keep busy all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to work alone on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The chance to do different things from time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. The chance to be “somebody” in the
Community | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. The way my boss handles his/her
decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. The competence of my supervisor in making
decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Being able to do things that don't go against
my conscience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. The way my job provides steady
employment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The chance to do things for other people | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. The chance to tell people what to do | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. The chance to do something that makes
use of my abilities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. The way the organisation's policies are
put into practice | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. My pay and the amount of work I do | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. The chance of advancement on this job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. The freedom to use my own judgement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. The chance to try my own methods of
doing the job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. The working conditions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. The way my co-workers get along with
each other | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. The praise I get for doing a good job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. The feeling of accomplishment I get
from the job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

APPENDIX D: ORGANISATIONAL COMMITMENT QUESTIONNAIRE

IMPORTANT NOTIFICATION TO RESEARCH PARTICIPANTS

1. Completion of the following questionnaire(s) and participation in the following interview is voluntary and anonymous /confidential.
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3. The individual identities of respondents (in the unlikely event that it may become known) are protected at all the times.

ORGANISATIONAL COMMITMENT QUESTIONNAIRE

The following statements concern how you feel about the Department where you work and specifically how committed you are. Please indicate the extent of your agreement or disagreement with each statement by ticking (✓) a number from 1 to 5.

Strongly Disagree	Disagree	Neither Agree Nor Disagree (= Neutral)	Agree	Strongly Agree
1	2	3	4	5

1. It would be very hard for me to leave my Department right now even if I wanted to.....1 2 3 4 5
2. I do not feel any obligation to remain with my current employer.....1 2 3 4 5
3. I would be very happy to spend the rest of my career with this Department..... 1 2 3 4 5

4. One of the few negative consequences of leaving this Department would be the
 Scarcity of available alternatives..... 1 2 3 4 5
5. Even if it were to my advantage, I do not feel it is right to leave
 my organisation now..... 1 2 3 4 5
6. I really feel as if this Department's problems are my
 own.....1 2 3 4 5
7. Right now, staying with my Department is a matter of necessity
 as much as desire.....1 2 3 4 5
8. I do not feel a strong sense of "belonging" to my
 Department.....1 2 3 4 5
9. I feel that I have too few options to consider leaving this
 Department.....1 2 3 4 5
10. I do not feel "emotionally attached" to this
 Department.....1 2 3 4 5
11. I do not feel like "part of the family" in my
 Department..... 1 2 3 4 5
12. This organisation deserves my
 loyalty..... 1 2 3 4 5
13. If I had not already put so much of myself into this Department,
 I might Consider working elsewhere..... 1 2 3 4 5
14. I would not leave my organisation right now because I have
 a sense of obligation to the people in it..... 1 2 3 4 5
15. I would feel guilty if I left my organisation now..... 1 2 3 4 5
16. This Department has a great deal of personal meaning
 for me..... 1 2 3 4 5
17. Too much of my life would be disrupted if I decided to leave
 my Department now..... 1 2 3 4 5
18. I owe a great deal to my organisation..... 1 2 3 4 5

APPENDIX E: INTENTION TO STAY QUESTIONNAIRE

IMPORTANT NOTIFICATION TO RESEARCH PARTICIPANTS

1. Completion of the following questionnaire(s) and participation in the following interview is voluntary and anonymous /confidential.
2. Only grouped responses are for scientific analysis and dissemination.
3. The individual identities of respondents (in the unlikely event that it may become known) are protected at all the times.

INTENTION TO STAY QUESTIONNAIRE

This section is about determining the extent to which you intend to stay at the Department of Rural Development and Land Reform

Section: Answering Guidelines

If your answer is on the left you tick between 1 and 2 and if your answer is on the right you tick between 4 and 5. Tick 3 if you are neutral, i.e. your answer is neither on the left or right e.g. if your answer is “Never” in the following question your answer must be marked as follows

How often do you consider leaving your **Never** 1 2 3 4 5 **Always**
job?

If your answer is between “**Never**” and “**Always**” in the following question, your answer must be marked as follows

How often do you consider leaving your **Never** 1 2 3 4 5 **Always**
job?

Please read each question and indicate your response using the scale provided in each case:

1. How often have you **Never** 1–2–3–4–5 **Always**

considered leaving your job?

- | | | | | |
|----|--|--------------|-----------|------------------------|
| 2. | How frequently do you scan newspapers in search of alternative job opportunities? | Never | 1-2-3-4-5 | Always |
| 3. | To what extent is your current job satisfying your personal needs? | To no extent | 1-2-3-4-5 | To a very large extent |
| 4. | How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? | Never | 1-2-3-4-5 | Always |
| 5. | How often are personal values at work compromised? | Never | 1-2-3-4-5 | Always |
| 6. | How often do you dream about getting another job that will suit your personal needs? | Never | 1-2-3-4-5 | Always |
| 7. | How likely are you to accept another job at the same compensation level should it be offered to you? | Never | 1-2-3-4-5 | Always |
| 8. | How often do you look forward to another day at work? | Never | 1-2-3-4-5 | Always |
| 9. | How often do you think about starting your own | Never | 1-2-3-4-5 | Always |

business?

- | | | | | |
|-----|--|--------------|-----------|------------------------|
| 10. | To what extent do other responsibilities prevent you from quitting your job? | To no extent | 1-2-3-4-5 | To a very large extent |
| 11. | To what extent do the benefits associated with your current job prevent you from quitting? | To no extent | 1-2-3-4-5 | To a very large extent |
| 12. | How frequently are you emotionally agitated when arriving home after work? | Never | 1-2-3-4-5 | Always |
| 13. | To what extent does your current job have a negative effect on your personal well-being? | To no extent | 1-2-3-4-5 | To a very large extent |
| 14. | To what extent does the "fear of the unknown," prevent you from quitting? | To no extent | 1-2-3-4-5 | To a very large extent |
| 15. | How frequently do you scan the internet in search of alternative job opportunities? | Never | 1-2-3-4-5 | Always |
| 16. | Do thoughts of quitting your job cross your mind? | Never | 1-2-3-4-5 | Always |
| 17. | Do you plan to look for a new job within the next 12 months? | Never | 1-2-3-4-5 | Always |
| 18. | How likely is it that, over the next year, you will actively | Not likely | 1-2-3-4-5 | Very likely |

look for a new job outside of
this institution?

APPENDIX F: LETTER FROM THE LANGUAGE EDITOR

UNIVERSITY OF LIMPOPO



School of Language and Communication Studies

To: Prof. C. Pieterse


Date: 30 November 2015

Subject: Language Editing

This is to confirm that the Research Report for M.A Ramogale, Student No. 200013344) has been thoroughly edited. The language editing focused on the following aspects:

- Sentence construction
- Subject-verb agreement
- Punctuation
- Organisation of ideas
- Cohesion and coherence of the text
- Referencing

Kind regards



Mr N. Manganye

Lecturer- English Studies (UL)

Tel. 015 268 3661