

Investigating job characteristics and employee attitudes in a manufacturing concern

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Mini-dissertation submitted in partial fulfilment of the requirements for the degree *Master of Business Administration* at the North-West University

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Graduation ceremony: May 2019

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COMMENTS

- The editorial style and referencing in this mini-dissertation follow the format prescribed by the Publication Manual (6th Edition) of the American Psychological Association (APA), and as prescribed in the NWU referencing guide. The use of the APA style in all scientific documents is in line with the policy and the Programme in Industrial Psychology of the North -West University since January 1999.
- This mini-dissertation is submitted in the form of a research article.

DEDICATION

I dedicate this dissertation to my lovely wife Marietjie who, despite her own battles with breast cancer over the last two years, continued to support me unconditionally, every step of the way. You are my confidant and my best friend, and an inspiration to me. Thank you for all the sacrifices that you've made during my studies over the last three years. I love you very much!

“For I know the plans and thoughts that I have for you,’ declares the Lord, ‘plans to prosper you and not to harm you, plans to give you hope and a future’” - Jeremiah 29:11 (The New Student Bible, 1992)

“Ek weet wat Ek vir julle beplan, sê die Here: voorspoed en nie teenspoed nie; Ek wil vir julle 'n toekoms gee, 'n verwagting!” - Jeremia 29:11 (Die Bybel in Praktyk, 2007)

ACKNOWLEDGEMENTS

As this journey comes to an end, I would like to express my sincere gratitude to the following people who played an integral part in the completion of this research. Without your help, this would've been an impossible task:

- To my Heavenly Father, all honour, praise and thanks come to You for the grace and power I received in the completion of my studies.
- My three children, Leandri, Simone and Edrich: Thank you for the support and understanding that you had and the sacrifices that you made during the last three years. I love you a lot. I trust that these studies will be an inspiration to you that, "anything is possible, if you really want it".
- My parents, Frits and Petro, for your unconditional love and support in everything that I took on in life and for providing me with opportunities to succeed in life.
- The rest of my family and friends, for their continual support, interest and motivation during this process.
- My study leader, Prof Leon Jackson, thank you for the guidance, assistance and support that you gave me during this study and the understanding that you had for my circumstances during the process.
- My employer for the last seven years, who made this dream a reality by sponsoring my studies and allowing me to do this research in the company. At the time of this submission we have already part ways, but I'm very thankful for the opportunities I had over the last seven years.
- The Wallstreet Wolves, my syndicate group for the past three years. It was a privilege to be part of this group.
- My study buddies, Cornelia Hart and Danie le Roux, thanks for the hours and hours of support, skype sessions and exam preparations that we went through to complete our studies. You are friends for life.
- The research participants for the support and time that you sacrificed to complete the questionnaires.
- To Mrs Antoinette Bischoff, for her patience with the language editing.

ABSTRACT

Title: Investigating job characteristics and employee attitudes in a manufacturing concern

KEYWORDS: Job demands, job resources, job satisfaction, organisational commitment, intention to quit

The manufacturing industry plays an important role in the economy of South Africa. The industry provides jobs to over a million people. However, the industry has experienced a steady decline over the last decade with significant levels of job losses that increase the demand on existing organisations to be productive. The aim of this study was to determine the relationship between and the role of job demands and resources in job satisfaction, organisational commitment and intention to quit in a South African manufacturing concern.

A cross-sectional survey design was followed, using a convenience sample ($N=176$) to reach the objectives of this study. The Job Demands Resources Scale, Minnesota Satisfaction Questionnaire, Organisational Commitment Questionnaire and a modified Tilburg Psychological Contract Questionnaire were administered. Descriptive statistics, exploratory factor analysis, reliability analysis, Pearson product-moment correlation analysis, and a step-wise multiple regression analysis was used to analyse the data.

Five reliable factors were extracted by means of a principal component analysis namely: organisational support, career advancement, information, overload and job insecurity. The results showed that job resources were related to each other and to job satisfaction and organisational commitment, whilst job demands were related to intention to quit. Job resources such as organisational support and career advancement served as significant predictors of job satisfaction, organisational commitment and intention to quit. Information, as a job resource, did not predict job satisfaction or organisational commitment. The job demand, overload, only played a significant role in the intention to quit and job insecurity did not play a significant role in any of the employee attitudes under investigation in this manufacturing concern. Recommendations are provided for the organisation and for future studies.

OPSOMMING

Titel: Onderzoek van werkskenmerke en werknemer-houdings in 'n vervaardigingsonderneming

SLEUTELWOORDE: Werksvereistes, werkhulpbronne, werktevredenheid, organisatoriese toewyding, voorneme om te bedank

Die vervaardigingsbedryf speel 'n belangrike rol in die ekonomie van Suid-Afrika. Die bedryf bied werk aan meer as 'n miljoen mense. Die bedryf het egter die afgelope dekade 'n bestendige afname beleef met beduidende vlakke van werksverliese wat die vraag in bestaande organisasies verhoog om produktief te wees.

Die doel van hierdie studie was om die verhouding tussen en die rol van werksvereistes en hulpbronne in werktevredenheid, organisatoriese toewyding en voornemens om in 'n Suid-Afrikaanse vervaardigingsonderneming te eindig, te bepaal. 'n Deursnit-opname-ontwerp is gevolg, met 'n gerieflike steekproef ($n = 176$) om die doelstellings van hierdie studie te bereik. Die Werkseise-Hulpbronne-skaal (JDRS), Minnesota Tevredenheidsvraelys (MSQ), Organisasoriese Verbintenisvraelys (TCM) en 'n gewysigde Tilburg Sielkundige Kontrakvraelys is gebruik. Beskrywende statistiek, verkennende faktoranalise, betroubaarheidsontleding, Pearson-produk-oomblikkorrelasie-analise, en 'n stapsgewyse meervoudige regressie-analise is gebruik om die data te ontleed.

Vyf betroubare faktore is deur middel van hoofkomponentanalise onttrek, naamlik: organisatoriese ondersteuning, loopbaanbevordering, inligting, oorlading en werksonsekerheid. Dit blyk uit die resultate dat werkhulpbronne verband hou met mekaar en met werktevredenheid en organisatoriese toewyding, terwyl werkseise verband hou met voorneme om te bedank. Verder het werkhulpbronne soos organisatoriese ondersteuning en loopbaanbevordering gedien as beduidende voorspellers van werktevredenheid, organisatoriese toewyding en voorneme om te bedank. Inligting, as 'n werkhulpbron, het nie werktevredenheid of organisatoriese toewyding voorspel nie. Die werkersoorlading het net 'n beduidende rol gespeel in voorneme om nie te bedank nie. Werksonsekerheid het nie 'n beduidende rol gespeel in enige van die werknemershoudings wat ondersoek was in hierdie vervaardigingsonderneming nie. Aanbevelings word verskaf vir die organisasie en toekomstige navorsing.

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LIST OF ABBREVIATIONS

ACS	Affective commitment scale
CCS	Continuance commitment scale
CDT	Cognitive Dissonance Theory
GDP	Gross domestic product
IoT	Internet of Things
JD	Job demands
JD-R	Job Demands-Resources Model
JDRS	Job Demands Resources Scale
JR	Job resources
MSQ	Minnesota Satisfaction Scale
NCS	Normative commitment scale
NWU	North-West University
OB	Organisational behaviour
SPSS	Statistical Package for the Social Scientist
TCM	Three Component Model
TPCQ	Tilburg Psychological Contract Questionnaire

CHAPTER 1 NATURE AND SCOPE OF THE STUDY

1.1 Introduction

The manufacturing industry is globally under pressure. The United States of America (USA) has imposed sharp import duty increases that hampered other countries to export to the USA. This resulted into a sudden oversupply in manufactured goods that resulted into fierce rivalry for exports to other countries and lower demands. There is a general skilled labour shortage globally, but also in the manufacturing industry, due to skilled generation-X labourers that exits the workforce and the dwindling trade school opportunities over the last couple of years for young aspirant workers that wants to enter the job market. Technology developments are expanding exponentially with organisations installing automated processes by means of robotics and Artificial Intelligence systems. These technology developments are solving the skills shortage in the short term, but organisations still require a multiskilled labour force to deal with the demands of the technology changes and to apply their unique ability to analyse and solve problems and to manage production outputs. Thus, the job demands on employees are increasing rapidly and organisations must manage this closely and effectively to remain competitive in these difficult and challenging times.

This mini-dissertation focusses on the relationships between and the role of job characteristics (job demands and job resources) and employee attitudes (job satisfaction, organisational commitment and intention to quit) in a manufacturing concern in South Africa. In this chapter, the problem statement, primary and secondary research objectives and research method are discussed.

1.2 Problem statement

The South African manufacturing industry represents 13% of the nominal gross domestic product (GDP) of South Africa. The nominal GDP is estimated at R 1,236 trillion for Q2: 2018. This is the fourth largest contributor to the GDP after the Finance-(20%), Government- (18%) and Trade(15%) industries, making it a valuable contributor to the South African economy (Statistics South Africa, 2018a). However, the sector's contribution to the GDP was on a steady decline over the last two decades (South African Market Insights, 2018). The Industrial Development Corporation's report on Economic Trends states that insufficient demand and increased cost of production results in unsatisfactory operating conditions. The report also highlights that investments in machinery and equipment will also remain unsatisfactory over the next year and that the sector has been cutting jobs continuously over the last nine years (Rymer, 2017). In the recently published Quarterly Labour Force Survey (Statistics South

Africa, 2018b) for Q2:2018, it indicates that the manufacturing sector incurred 105,000 job losses on a quarter to quarter base and 55,000 on year on year basis. This decline is due to lack of foreign and local investment, restrictive labour laws, cost of electricity and supply constraints, political instability and a lack of skills and knowledge (South African Market Insights, 2018).

One of the core strategic areas for organisations is to improve their performance and hence increase the return on investment for their shareholders. Industrial manufacturers are reengineering their organisations by aggressively reshaping and resizing their portfolios through embracing the Internet of Things (IoT) technology and digitisation. However, the challenge for this transformation is not technology; it's the people. This transformation can increase the job demands on individual employees and organisations must manage this process closely to assist their employees through this radical disruption (Mueller, Eddy, Geissbauer, & Jaruzelski, 2018). The performance of a company is a common objective between the different production assets that includes human capital. Value is created through performance and management decisions and, the execution thereof is the catalyst for financial outcomes. This change in financial outcomes defines the performance of the company (Carton, 2004).

The topic of Work-Related Attitudes and its relationship to job performance and organisational outcomes has been researched extensively, even since the 1930s, therefore highlighting the numerous challenges and complexity that are faced in the research of organisational behaviour (OB). The primary concern of research in OB is with the behavioural consequences of employee attitudes on organisational outcomes (Judge & Kammeyer-Mueller, 2012).

Research in OB assists managers to understand the behaviour of subordinates and leaders and the complex organisational role they fulfil (Woods & West, 2015). OB is defined as the study of employee behaviour in organisations and the impact of that behaviour on the performance of the organisation (Robbins & Judge, 2013). Organisations have a vested interest in the relationship between attitudes and behaviours and to the degree that a positive attitude will result in positive work behaviour or vice versa.

The Cognitive Dissonance Theory (CDT) (Festinger, 1957) is one of the recognised and proven theories that provide more information about the connections between attitudes and behaviour. Festinger (1957) stated that attitude follows behaviour and that if a person holds more than one element of knowledge relevant to each other, but inconsistent with each other, a state of discomfort is created and referred to it as dissonance. The discomfort experienced in the process will urge people to take steps to curtail the effect (Harmon-Jones & Mills, 1999).

Harmon-Jones and Harmon-Jones (2007) reviewed various studies on the CDT and concluded that despite various revisions by a number of researchers, the original theory is still valid.

1.3 Literature study

1.3.1 Job Characteristics

Demerouti, Bakker, Nachreiner, and Schaufeli (2001) developed the Job Demands-Resources Model (JD-R), initially to determine the factors affecting burnout and engagement, but the JD-R model developed into a heuristic with distinct groups of demands, resources, mental states and outcomes. This flexibility of the JD-R model makes it applicable to all working environments and job characteristics through two separate categories, namely job demands and job resources (Bakker & Demerouti, 2014; Schaufeli & Taris, 2014).

Demerouti *et al.* (2001, p. 501) defined *Job demands* as “those physical, social, or organisational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs”. Typical examples of job demands are interpersonal conflict, work overload, and job insecurity (Schaufeli & Taris, 2014). *Job resources* are defined as those physical, psychological, social, or organisational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands at the associated physiological and psychological costs; (c) stimulate personal growth and development.”(Demerouti *et al.*, 2001, p. 501). Examples are social support, feedback and job control (Schaufeli & Taris, 2014).

1.3.2 Employee attitudes

Attitude is defined by Eagly and Chaiken (1993) as psychological propensity that is expressed through the evaluation of a particular entity with a certain degree of favour or disfavour. This is one of the most generally accepted definitions of attitude (Judge & Kammeyer-Mueller, 2012). Attitude is an individual’s reaction to a preceding stimulus or an attitude object (Breckler, 1984). Attitude is also described as either positive or negative evaluative statements that are continuously aimed at a target (people, objects or events), and the reaction expresses the extent to which the target is perceivably positive or negative (Robbins & Judge, 2013; Woods & West, 2015). Attitude can be distinguished in three different components, and Figure 1 outlines the relationship:

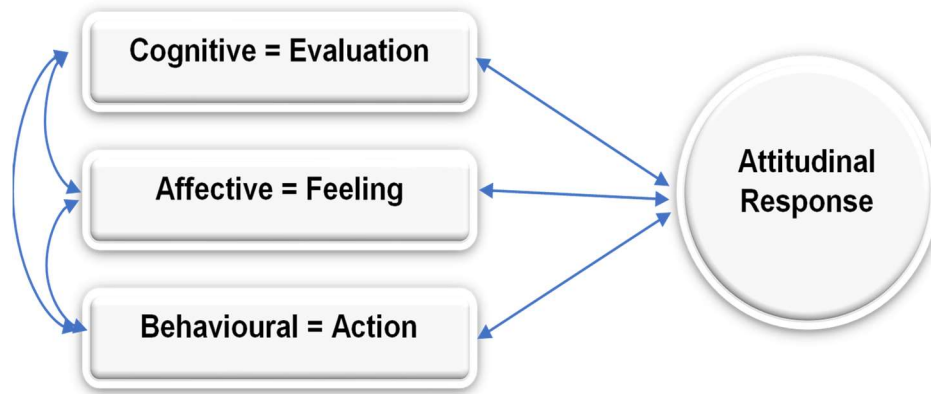


Figure 1: Components of attitude (Robbins & Judge, 2013, p. 88)

The cognitive element portrays the individual's opinion or perception about the attitude, the affective element portrays the emotions experienced with the attitude, and the behavioural element portrays the behavioural motives and ramifications resulting from the attitude. Job satisfaction, organisational commitment, employee engagement, job involvement, perceived organisational support and justice and fairness are typical work-related attitudes (Robbins & Judge, 2013; Woods & West, 2015). This study will focus on job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit, as a possible consequence to the attitude, or lack thereof.

1.3.2.1 Job satisfaction

Job satisfaction is the most studied construct in industrial psychology (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). H. M. Weiss (2002) defined job satisfaction as an attitude where an employee makes a positive (or negative) evaluative judgment about one's job or job situation. Job satisfaction can be broken down into intrinsic- and extrinsic satisfaction. Intrinsic satisfaction refers to the composition of a person's job, like the extent of responsibility, autonomy and the various skills required by the job. The qualitative characteristics of a job is normally made up from the intrinsic sources of satisfaction. Extrinsic satisfaction is related to a person's working conditions like working hours, bonuses, chances of promotion, safety and quantifiable rewards. Thus in the measurement of satisfaction both attributes of satisfaction should be considered (Chatzoglou, Vraimaki, Komsiou, Polychrou, & Diamantidis, 2011; Rose, 2001) Research has suggested that job satisfaction is positively related to job performance (Judge, Thoresen, Bono, & Patton, 2001), organisational commitment (Porter, Steers, Mowday, & Boulian, 1974; Rutherford, Boles, Hamwi, Madupalli, & Rutherford, 2009; Trivellas & Santouridis, 2016; Tsai, Cheng, & Chang, 2010; Yousef, 2017), and negatively related to intention to quit (Griffeth, Hom, & Gaertner, 2000).

1.3.2.2 Organisational commitment

Organisational commitment refers to attitudes embedded in a stable mindset towards organisations (Lumley, Coetzee, Tladinyane, & Ferreira, 2011; Meyer & Allen, 1997). Employees will be more committed to their organisations and hence be prepared to continue their employment with the organisation when they accept and believe in the values and goals of the organisation (Mowday & McDade, 1979).

Meyer and Allen (1991) differentiated between various components of organisational commitment with the development of a three-component model: *Affective commitment* is the person's desire to maintain membership or to feel attached to their organisation. This feeling or desire is a result of positive work experiences that create feelings of comfort and personal experience. *Continuance commitment* is when a person has the desire to leave the organisation, but the cost of leaving is too great and therefore remains in the organisation because they must. *Normative commitment* is a sense of moral obligation to be loyal to the organisation although they feel dissatisfied with their job or disagrees with the organisational direction that is set (Meyer & Allen, 1991). They concluded that the strength of these three components is inversely proportional to the likelihood that a person will leave the organisation. However the effects of these three components on work-related behaviour might be different (Meyer & Allen, 1991).

There have been several empirical research studies that used the TCM as a multidimensional construct (Lumley *et al.*, 2011; Sehunoe, Mayer, & Viviers, 2015; Tekingündüz, Top, Tengilimoğlu, & Karabulut, 2017). Jackson, Rothmann, and Van de Vijver (2006) stated that employees would be more committed to the organisation and their work if they are engaged with their work and are hence, less likely to leave their organisation (Tett & Meyer, 1993). According to Shore and Wayne (1993) the job resource, organisational support, is positively related to organisational commitment.

1.3.2.3 Intention to quit

Turnover intention is an employee's intentional persistence to leave the company (Tett & Meyer, 1993). Employee turnover is when an employee that received monetary compensation from an organisation, ends the relationship with an organisation (Demirtas & Akdogan, 2015; Mobley, 1982). Turnover intention is an employee's objective to obtain a new job with another company within the following year. Extensive research has been conducted to understand the driving forces behind employees' intentions to leave their organisations and the consequences thereof. Behavioural intention is a reliable determinant of actual behaviour (Bothma & Roodt, 2012). Therefore, it is more beneficial for organisations to study intentions to quit than actual turnover (Griffeth *et al.*, 2000; Jaros, Jermier, Koehler, & Sincich, 1993)

It is important to understand the antecedents of intentions to quit because the intention to quit varies between employees in the same job and organisation. Intention to quit is one of the elements of withdrawal behaviour that results from under-identification with work (Bakker, Demerouti, & Verbeke, 2004; Bothma & Roodt, 2012; Kanungo, 1979; Roodt, 1997). Mobley (1977) formulated a withdrawal decision process to explain the underlying psychological process during withdrawal. Employees constantly evaluate their current job, and this results in either job satisfaction or job dissatisfaction. When dissatisfaction is experienced, it culminates into thoughts to quit (Demirtas & Akdogan, 2015). It is commonly accepted that there is an inverse relationship between job satisfaction and turnover intention (Medina, 2012).

This study will be conducted on a manufacturing concern in the Wood and Timber sub-sector of the Manufacturing sector in South Africa. The organisation experienced a decline in demand over the last three years and, with the increase in production costs, a lot of focus was placed on the fixed cost component of the business to adapt to business conditions. One of the production facilities reduced from a seven day per week operation to a five day per week operation in 2015 through natural attrition. The sales forecast remains to be lower than the reduced production capacities in both manufacturing facilities and recruitment of key positions is being delayed or in some cases combined with other positions. The organisation also adapted to the market demands by interrupting or stopping facilities on a more frequent base with the aim to manage Working Capital (stock and inventory levels). The organisation went through a restructuring phase since 2015 and at certain periods during this time several vacancies were not filled due to recruitment that was put on hold. These positions were either covered by additional overtime that had to be worked or certain employee's workload was increased, and not necessarily with additional compensation. At the time of this submission, this organisation was forced to close one of their production facilities due to operational requirements, to remain competitive.

This situation sets the scene for the challenging environment that manufacturers are faced with, and with investments being below expectations, organisations must optimise their current assets (including human capital) to be more efficient and effective to maintain their competitive advantage. This re-emphasises the importance for companies to understand the organisational behaviour in their organisation.

Although this can be interpreted as a very dismal situation, there is still a major focus on being profitable in the process. But this situation can cause uncertainty with the employees and can affect their motivation or performance and possibly their intention to leave.

The following research questions emerge from the problem statement:

- What is the relationship between job characteristics (job demands and resources) and job satisfaction, organisational commitment and intention to quit in a manufacturing concern?
- What is the role of job demands in job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern?
- What is the role of job resources in job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern?
- What recommendations can be made for future research, and to the organisation regarding the role job demands and job resources play in employee attitudes?

1.4 Research objectives

1.4.1 General objective

This study's primary objective was to determine the relationship between and the role of job characteristics and employee attitudes in a manufacturing concern.

1.4.2 Specific objectives

The specific research objectives were to:

- Determine the relationship between job demands, job resources, job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern.
- Determine the role of job demands in job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern.
- Determine the role of job resources in job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern.
- Make recommendations for future research and to the organisation regarding the role job demands and job resources play in employee attitudes.

1.5 Scope of the study

The study focusses on the South African operations of an international manufacturing concern producing wood-based panels for the South African market and will only investigate the relationship between the following constructs: Job demands, job resources, job satisfaction, organisational commitment and intention to quit. The organisation operates from three locations and consists of two manufacturing facilities in Mpumalanga and a head office in Gauteng. All the permanent employees will be included in the study to gain a comprehensive understanding of the role that these constructs play in the organisation.

1.6 Research methodology

The research method of this study comprises a literature review and an empirical study and analyses.

1.6.1 Literature review

An in-depth literature review was done to investigate job characteristics, job demands, job resources, job satisfaction, organisational commitment and intention to quit in an academic and work context. The literature consulted was in the form of articles and book sources that were relevant to this study and research topic. Most of the literature were obtained through internet searches on the databases as listed on the NWU databases like PsycArticles, Google Scholar, EbscoHost, Emerald, Science Direct, Business Source Premier, Google Books, SAePublications.

1.6.2 Empirical study

1.6.2.1 Research approach

The main approach in this study will be a quantitative research approach because the field of study has already developed theories and concepts that were researched over time. This approach is applicable to this study because there are well developed questionnaires available for each of the topics under investigation. The quantifiable data provides a systematic and standardized method for gauging variation (Bryman & Bell, 2014, p. 106). It further provides a consistent benchmark to the researcher. Larger populations can be reached with questionnaires compared to interviews but with the possible disadvantage that the integrity of the information might not be so good and the number of respondents might be low (Naudé, 2010). The structured survey form will also provide a consistent yard stick because various levels and departments of the organisation will be part of the study and hence through this the researcher will be detached from the respondents.

A cross-sectional survey-research design, where a convenient sample (N=176) was obtained from the target population (N=284) at one time (Shaughnessey, Zechmeister, & Zechmeister, 2012), was utilised to reach the research objectives. *Convenience sampling* is the selection of respondents based on their availability and willingness to respond (Shaughnessey *et al.*, 2012). The sample comprised employees from a South African manufacturing concern based in three locations in Gauteng and Mpumalanga. Participation was voluntary. Employees from all three locations, departments and job levels were included.

1.6.2.2 Measuring instruments

An open questionnaire was sent out to the population to test the relationship between job characteristics and employee attitudes with specific reference to Job Satisfaction, Organisational Commitment and Intention to quit. This enabled the researcher to obtain empirical data for effective statistical analyses. The questionnaire consists of five sections and is a combination of different questionnaires to measure the different constructs. The questionnaire will consist of the following:

Demographics

A biographical questionnaire was used to gather demographic information like age, gender, tenure and job title. This section also described the strategy that a respondent must follow to answer the questions in the questionnaire.

Job Characteristics

Jackson and Rothmann (2005) developed the ***Job Demand-Resource Scale (JDERS)*** to assess job demands and resources for educators. The JDERS comprised 48 questions, some of which were adjusted and checked for validity to suit the relevance of this study. This study includes the following dimensions; *autonomy, career opportunities, emotional load, job feedback, job security, relationship with colleagues, relationship with immediate supervisor, remuneration, task identity, task significance and workload*. A 5-point Likert scale was used ranging from 1 (strongly disagree) to 5 (strongly agree). Respondents answered these questions by applying the same strategy as explained in Section 1 of the questionnaire. Jackson and Rothmann (2005) identified seven reliable factors for the dimensions of the JDERS, namely organisational support ($\alpha = 0.88$), job insecurity ($\alpha = 0.90$), growth opportunities ($\alpha = 0.80$), control ($\alpha = 0.71$), overload ($\alpha = 0.75$), rewards ($\alpha = 0.78$) and relationship with colleagues ($\alpha = 0.76$).

Job satisfaction

Job Satisfaction was measured using the 20-item short form of the ***Minnesota Satisfaction Questionnaire (MSQ)*** (D. Weiss, Dawis, England, & Lofquist, 1967). This facet measure is

popular and frequently used in job satisfaction research. The measure uses a 5-point Likert scale that ranges from very dissatisfied (1) to very satisfied (5). The MSQ short form is advantageous as it measures both intrinsic- and extrinsic job satisfaction. *Intrinsic satisfaction* concerned with the feelings of people towards the nature of the job tasks themselves, whereas *extrinsic job satisfaction* is how people feel about external aspects of the work situation or job task itself (Spector, 1997). Hirschfeld (2000) obtained satisfactory reliability figures for the intrinsic ($\alpha = 0.84$) and extrinsic job satisfaction ($\alpha = 0.88$) dimensions.

Organisational commitment

The ***TCM Employee Commitment Survey*** of Meyer and Allen (2004) was used to evaluate commitment levels. The TCM Employee Commitment scale is based on the Three-Component Model of commitment of Meyer and Allen (2004), and was used to evaluate each respondent on the three dimensions of organisational commitment. The questionnaire can be downloaded for free from www.employeecommitment.com, as long as it is used for academic purposes (Meyer & Allen, 2004). The TCM Employee Commitment Scale has a revised version that consists of 18 items (4 reverse items and 14 forward items) making up the three sub-scales, the Affective- (ACS), Continuance- (CCS), and Normative Commitment Scales (NCS) (Louw, 2016). A 5-point Likert scale will be used ranging from 1 (strongly disagree) to 5 (strongly agree), compared to the original 7-point Likert scale for ease of combining the questionnaires into one. Meyer, Allen, and Smith (1993) indicate that the reliability figures for the three commitment scales are above the acceptable levels (coefficient alphas of 0.87 for ACS, 0.75 for CCS and 0.79 for NCS) in their assessments. Louw (2016) find the overall reliability of the TCM to be above acceptable levels.

Intention to quit (ITQ)

Intention to quit was measured using the modified Tilburg Psychological Contract Questionnaire (TPCQ) ten-item scale (Freese & Schalk, 1996; Maluleka, 2015). This questionnaire evaluated aspects like the desire to leave the organisation and satisfaction with the organisation (Maluleka, 2015). Maluleka (2015) obtained an acceptable reliability figure for this modified ITQ scale of 0.77.

1.6.3 Statistical Analyses

The Statistical Package for the Social Scientist (Ver. 18) (SPSS, 2011) was used to conduct the statistical analyses. Descriptive statistics, including means, standard deviations, skewness and kurtosis, were used to determine the distribution pattern of the data. The guidelines for skewness and kurtosis for normal distributions is 2 (Finch & West, 1997) and 4 (Field, 2009) respectively.

Cronbach alpha coefficients(α) was used to calculate the reliability assessment of the constructs measured. An acceptable cut-off point for α is 0.70 (Nunnally & Bernstein, 1994). Exploratory factor analyses were utilised to investigate the construct validity of the measuring instruments. A simple component analyses, that was conducted on the job demands and resources constructs, determined the number of factors to extract. The eigenvalues and the scree plot were evaluated to identify these factors. According to Kaiser (1960) factors with eigenvalues greater than 1.00 can be extracted. In addition, the scree plot can be utilised to identify the number of factors where the point of inflection in the scree plot must be considered (Cattell, 1966).

Next, a principal component analysis was conducted with, a direct Oblimin rotation if factors were related, or a Varimax rotation if the factors were not related (Tabachnick & Fidell, 2001). The following criteria were used to determine which factors to retain: (1) as a general rule, item loadings had to be greater than 0.32; (2) an item was only allowed to load onto one factor; (3) a factor needed to have at least three substantive item loadings; and (4) the retained factor needed to make theoretical sense (Field, 2009; Tabachnick & Fidell, 2001). The obtained factors were consequently used as input in a second-order factor analysis. Varimax rotation was used to extract the factors because the factors were not correlated ($r < 0.30$).

Pearson product-moment correlation coefficients were used to specify the relationship between the variables. In terms of statistical significance, a 95% confidence interval level ($p < 0.05$) was set. Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. The parameters 0.10 (small effect), 0.30 (medium effect) and 0.50 (large effect) were set for the practical significance of the correlations (Steyn, 1999). A cut-off point of 0.30 (medium effect) was set for the practical significance of correlation coefficients (Cohen, 1988).

A multiple regression analysis was used to calculate the proportion of variance in the dependent variables of job satisfaction, organisational commitment and intention to quit that was predicted by the independent variables, namely organisational support, career advancement, information, overload and job insecurity. The effect size in the case of multiple regressions is given in the formula: $f^2 = \frac{R^2}{1-R^2}$ (Steyn, 1999) to indicate whether the obtained results were practically important. The parameters 0.01 (small effect), 0.09 (medium effect) and 0.35 (large effect) were set for the practical significance of f^2 (Steyn, 1999).

1.7 Ethical considerations

The researcher has familiarised himself with ethical requirements and documentation of the North-West University. Written consent was obtained from the National Human Resources

Manager of the selected organisation (Annexure C). The ethical application process of the North-West University was followed, and approval was granted by the Economic and Management Sciences Ethics Committee with the clearance number NWU-00544-18-A4 (Annexure E).

Annexure B contains an Informed Consent Form that was developed by the researcher that deals with several ethical issues and information about the process that was communicated to the respondents. The form highlights the rights of the respondents, confidentiality, voluntary participation and estimated completion times.

1.8 Layout of the study

CHAPTER 1: NATURE AND SCOPE OF THE STUDY

This chapter will supply an introduction and overview of the study and contains the following discussion points: The problem statement, Research Objectives and research question, the scope of the study, research methodology, limitations and layout of the study.

CHAPTER 2: RESEARCH ARTICLE

Research article: Investigating job characteristics and employee attitudes in a manufacturing concern.

CHAPTER 3: CONCLUSIONS AND RECOMMENDATIONS

This chapter summarises the study and provides views on the success of the study, conclusions that can be made from the study and finally future study opportunities.

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CHAPTER 2 RESEARCH ARTICLE

INVESTIGATING JOB CHARACTERISTICS AND EMPLOYEE ATTITUDES IN A MANUFACTURING CONCERN

ABSTRACT

This study aimed to determine the relationship between and the role of job characteristics (job demands and resources) in job satisfaction, organisational commitment and intention to quit in a South African manufacturing concern. A cross-sectional survey design using a convenience sample ($N=176$) was employed. The Minnesota Satisfaction Questionnaire, Job Demands Resources Scale, Organisational Commitment Questionnaire and a modified Tilburg Psychological Contract Questionnaire was utilised to measure the various constructs. The results showed that job resources were related to each other and job satisfaction and organisational commitment, while job demands were related to intention to quit. The best predictors for job satisfaction, organisational commitment and intention to quit were organisational support and career advancement. Overload, as a job demand, only played a significant role in predicting intention to quit. Recommendations are provided for the organisation and future studies.

KEYWORDS: Job demands, job resources, job satisfaction, organisational commitment, intention to quit

INTRODUCTION

The manufacturing industry is one of the significant and invaluable sectors in the South African economy. As the fourth largest sector, it contributes 13% of the gross domestic product (GDP) and provides 1.744 million jobs, representing almost 11% of the employment in South Africa (Statistics South Africa, 2018a, 2018b). Over the last decade, the employment in this sector contracted with 224,000 jobs and the contribution towards the GDP reduced by almost 3% (Statistics South Africa, 2008a, 2008b). To maintain and improve its competitiveness, the manufacturing industry needs to harness certain attributes like advanced technologies, policy, infrastructure, but also the importance of people (Engineering News, 2018). This demand for increased productivity can increase the job demands on existing employees resulting in burn-out, increased labour turnover and costly safety problems (Wright, 2017).

According to Schaufeli (2017) poor working conditions and burned-out employees are related to increased absenteeism, work-related accidents and injuries, unsatisfactory work performance and a decrease in productivity while the opposite are valid for improved employee engagement and workplace conditions. Thus, employee well-being and psychosocial factors eventually translate into financial business outcomes.

The Job Demands-Resources Model (JD-R) (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) was developed to determine the factors affecting burnout and engagement. The JD-R model developed into a heuristic model with distinct groups of demands, resources, mental states and outcomes. The JD-R model is a flexible model that can be applied to different job characteristics and working environments by classifying these characteristics into job demands and job resources (Bakker & Demerouti, 2014; Demerouti *et al.*, 2001; Schaufeli & Taris, 2014).

Job characteristics (job demands and job resources) have been associated with employee attitudes for example job satisfaction, organisational commitment and intention to quit. Literature has highlighted the importance of job satisfaction due to its positive association with outcomes like job performance (Lu & Gursoy, 2016; Rich, Lepine, & Crawford, 2010) and organisational performance (Chi & Gursoy, 2009). Organisational commitment is also seen as an important aspect in any organisation, because business outcomes like improved productivity, profitability, employee retention are generated by loyal and engaged employees (Rogers, 2001). A major challenge for organisations is to attract and retain talented employees, and it has become more challenging due to their availability. When talented employees depart from organisations, all the information regarding the organisation, customers, projects and processes leaves with them, frequently to their competitors, therefore

retaining talented employees is more important than attracting new talent (Haider *et al.*, 2015). Research on employees' attitudes, its antecedents and consequences, can provide organisations with valuable knowledge and the opportunity to correct conditions that can have a negative impact on the organisation. The regular evaluation of psychosocial factors and employee well-being is in the best interest of the organisation, and this will allow for preventative and corrective measures to be implemented (Schaufeli, 2017).

The main purpose of this study is to investigate job characteristics (job demands and resources) in employees' attitudes in a manufacturing concern. Secondary objectives of this study are to determine the relationship between and the role of job demands, job resources, job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern; and to make recommendations for future research and for the organisation regarding the role job demands and job resources in employee attitudes. The remainder of the article is structured as follows: The next section presents the literature review, followed by the research method. Then, the results and findings of the study and a discussion of these findings are presented. The article concludes with managerial implications, limitations, and identification of potential further research.

LITERATURE REVIEW

A model explaining the role of job characteristics

The antecedents of job stress and what motivates individuals was researched extensively during the past six decades. During this period several theories and models were developed, tested and applied. These models include but is not limited to, the following:

The Two-Factor Theory of Herzberg, Mausner, and Snyderman (1959) identified factors causing satisfaction or dissatisfaction at work. These two factors were called hygiene- and motivator factors. The theory suggested that without motivators, jobs will be performed as required, but employees will perform better than the minimum requirement with motivators. Hackman and Oldham's (1976) theory of job characteristics is based on the principle that individuals can be motivated through the inherent satisfaction that is experienced in performing a job or task. The model outlines five core job dimensions (skill variety, task identity, task significance, and autonomy and feedback) that induce three psychological states that results in positive personal and work outcomes. This approach to job design is one of the most studied job design approaches (DeVaro, Li, & Brookshire, 2007; Fried & Ferris, 1987). Karasek Jr (1979) developed the demand-control model that proposed that strain and job dissatisfaction will be highest in jobs defined by high job demands and low job control. High job demands and

high job control resulted in task enjoyment, learning and personal growth. Siegrist (1996) developed the effort-reward imbalance model that assumed that job stress is caused by an imbalance between effort and reward and that these prolonged stressed situations can lead to cardiovascular risks and burnout.

These earlier models have provided valuable insights on job stress and employee motivation (Bakker & Demerouti, 2014) however, in their review of the job demands-resources theory, Bakker and Demerouti (2014) critiqued these models on their *one-sidedness* as these models either focused on the job stress, or on the motivational aspects of the working environment; *simplicity* as these models reduced the complex reality of working environments into only a few variables; *static character* as it did not consider the job characteristics of different working environments; and *continued relevancy* of these models as the nature of jobs are changing rapidly.

The Job Demands-Resources (JD-R) model

The Job Demands-Resources (JD-R) model was developed by Demerouti *et al.* (2001). The model has a central assumption that all work characteristics can be modelled into two broad characteristics, namely job demands and job resources, even though every occupation or organisation might have its own unique work characteristics that are associated with well-being. The model suggests that job demands and job resources manifest two different psychological processes that play a role in burnout: an energetic process where high job demands lead to exhaustion and a motivational process where disengagement is the result of a lack of resources (Demerouti *et al.*, 2001). The JD-R model was revised by Schaufeli and Bakker (2004) by including engagement and adding indicators for organisational withdrawal and health impairment. The revised model is based on the same assumption that the energetic process relates to job demands with health problems via burnout, while the motivational process relates to job resources via work engagement with organisational outcomes. Various empirical studies confirmed this model (e.g. Bakker, Demerouti, & Verbeke, 2004; Schaufeli & Bakker, 2004; Van den Broeck *et al.*, 2017).

Job demands refer to aspects of a job that could likely result in strain in instances where it exceeds the employee's ability to adapt. Job demands are defined as tasks that must be performed, including physical, social and organisational aspects of the job that require sustained physical and mental effort (Demerouti *et al.*, 2001). Some of these demanding characteristics are high work pressure, an unfavourable physical environment and interpersonal conflict and job insecurity (Schaufeli & Bakker, 2004; Schaufeli & Taris, 2014; Semmer, Zapf, & Dunckel, 1995). Schaufeli (2017) summarised job demands into three

categories: Quantitative job demands refer to work overload, work underload and pace of change; Qualitative workload involves emotional demands, mental demands, physical demands and work-home conflict; Organisational demands refers to negative change, bureaucracy, harassment, role conflicts and interpersonal conflicts. Research confirmed the positive relationship between overload and intention to quit (Jackson, Submitted; Visser & Rothmann, 2008). This study investigates the role job demands such as overload and job insecurity in employee outcomes such as job satisfaction, organisational commitment and intention to quit.

Job resources refer to those physical, psychological, social or organisational aspects of the job that may reduce job demands with the associated physiological and psychological costs, that are functional in achieving work goals, and that stimulates personal growth and development (Demerouti *et al.*, 2001). Therefore, resources serve a dual purpose in that they are necessary to deal with job demands and they are also important in their own right (Bakker & Demerouti, 2007). Job resources may either play an intrinsic motivational role by satisfying needs for autonomy, relatedness and competence, or they may be instrumental in achieving work goals through an extrinsic motivational role. Job resources are therefore seen as principal drivers for work engagement, and it can also offset employee burnout (Schaufeli & Bakker, 2004). Research has confirmed the relationship between job resources like organisational support and career advancement (growth opportunities) (Asiwe, Hill, & Jorgensen, 2015; Jackson, Submitted; Jackson, Rothmann, & Van de Vijver, 2006; Mukondiwa, 2012; Rothmann, Mostert, & Strydom, 2006). This study evaluates the role of job resources such as organisational support and career advancement in employee outcomes such as job satisfaction, organisational commitment and intention to quit.

There are numerous findings reported in support for the JD-R model (Bakker & Demerouti, 2007; Demerouti *et al.*, 2001; Schaufeli & Bakker, 2004) in South Africa that confirms that different organisations have different work characteristics. These characteristics can be grouped into two categories, that supports the theoretical categories of job demands and job resources. These studies also produced two-factor structures, suggesting that job demands and job resources are characteristics of work environments (Asiwe *et al.*, 2015; Jackson, Submitted; Jackson *et al.*, 2006; Rothmann *et al.*, 2006). In spite of the multitudinous evidence of research that supports the JD-R model and the reliability of the JDRS in South Africa, there is a need for more research pertaining to job demands and resources in various occupations and organisations in South Africa, to develop a flexible measure that can be applied in a wide variety of contexts (Rothmann *et al.*, 2006).

Job demands and resources and employee attitudes

Job satisfaction

The feelings that a person has towards their job, whether positive or negative, is referred to as a person's satisfaction towards his or her job (Woods & West, 2015). The level of satisfaction is directly proportional to the positive feelings towards the job and is the degree that a person approves or disapproves his or her job. It is a result of how people are treated and that it can influence a person's behaviour and feelings that can have an impact on the way the organisation function (Spector, 1997).

Judge and Kammeyer-Mueller (2012) included both cognitive and affective elements in their definition of job satisfaction, where the individual expresses contentment with and positive feelings about his job. The qualitative characteristics comprises of the intrinsic sources of satisfaction. Intrinsic satisfaction refers to the extentd of responsibility, autonomy and the various skills required by the job. Extrinsic satisfaction refers to aspects of the working conditions like working hours, bonusses, chances of promotion, safety and quantifiable rewards. Thus, in the measurement of satisfaction, both attributes should be considered (Chatzoglou, Vraimaki, Komsiou, Polychrou, & Diamantidis, 2011).

Woods and West (2015) also alluded to two aspects of satisfaction, the first aspect of job satisfaction is job characteristics like pay, supervision and workload, to name a few. Jobs that provide training, variety, independence and control satisfy most employees. The second aspect of job satisfaction is how fair a person is treated compared to other people in their organisation, also known as distributive justice. Personality, the third aspect of job satisfaction, is where people with positive core self-evaluations (a belief in the inner worth and basic competence) show more job satisfaction and will see their job as more challenging and fulfilling than those with negative core self-evaluations (Robbins & Judge, 2013). Research has suggested that job satisfaction is positively related to job performance (Judge, Thoresen, Bono, & Patton, 2001), organisational commitment (Porter, Steers, Mowday, & Boulian, 1974; Rutherford, Boles, Hamwi, Madupalli, & Rutherford, 2009; Trivellas & Santouridis, 2016; Tsai, Cheng, & Chang, 2010; Yousef, 2017), job resources like achievement, advancement, development and growth opportunities (Herzberg *et al.*, 1959; Kreitner & Kinicki, 2008; Rad & Yarmohammadian, 2006), and negatively related to intention to quit (Griffeth, Hom, & Gaertner, 2000)

Organisational Commitment

Commitment is a deliberate persistence to achieve a goal, hence the attempts of organisations to instil commitment in their employees (Meyer & Allen, 2004). De Clercq and Rius (2007) described organisational commitment as the connection between a person and the organisation. Furthermore employees that are committed to their organisation have a sentimental attachment to the organisation, embracing the values and goals and has a desire to make an effort to support it, resulting into an emotional bond with the organisation (Judge & Kammeyer-Mueller, 2012).

The Three Component Model (TMC) of Meyer and Allen (1991) conceptualised organisational commitment into three distinctive sub-components namely affective commitment, continuance commitment and normative commitment. Affective commitment is an employee's desire to stay with the organisation because they want to. Continuance commitment is when employees has an intention to leave the organisation, but the cost of leaving is too high, and therefore remains with the organisation because they must. Normative commitment is when employees remain with the organisation due to a sense of moral obligation to do so (Meyer, Allen, & Smith, 1993). Meyer and Allen (1991) proposed that the TMC is a multidimensional construct because firstly, an employee will experience the various components of commitment simultaneously, secondly, the causes and consequences (attitudinal and behavioural) for the different components will be different and lastly, there is a common notion that every component will have an effect on the employee's decision and intention to stay with the organisation. The TMC, as a multidimensional construct, have been applied in several empirical studies (Lumley, Coetzee, Tladinyane, & Ferreira, 2011; Sehunoe, Mayer, & Viviers, 2015; Tekingündüz, Top, Tengilimoğlu, & Karabulut, 2017).

In a Meta-analyses on the correlates, antecedents and consequences of the three components, Meyer, Stanley, Herscovitch, and Topolnytsky (2002) found that affective commitment had the strongest positive relations with job satisfaction, occupational commitment, work experiences and perceived organisational support. All three components correlated negatively with intentions to quit and turnover. According to Jackson *et al.* (2006) increased work engagement results into more committed employees that will less likely leave their organisation (Tett & Meyer, 1993).

Intention to quit

Employee retention is regarded as one of the priorities for organisations because, apart from the cost involved in recruiting, training and developing the individuals, it is seen as a resource that can generate a sustained competitive advantage for the organisation (Cardy & Lengnick-Hall, 2011). High employee turnover rates can have an adverse effect on the profitability, productivity and the customer satisfaction of organisations (Ongori, 2007; Wasmuth & Davis, 1983). Organisations must therefore have a proper understanding of factors or conditions that can influence employees' behaviour or intention to stay with or leave the organisation, to exploit this competitive advantage. One of the best predictors of a person's behaviour, is the person's intent to perform the behaviour (Bothma & Roodt, 2012; Fishbein & Ajzen, 1975; Mobley, Horner, & Hollingsworth, 1978). It is therefore expected that intention to quit will serve as a significant predictor of actual turnover (Griffeth *et al.*, 2000; Lee & Whitford, 2007) Tett and Meyer (1993) described turnover intention as an employee's intentional, premeditated persistence to leave the organisation, and it reflects the likelihood that the employee will leave within a specific period of time (Zhao, Wayne, Glibkowski, & Bravo, 2007). Intention to quit is a general reaction or a behaviour to negative experiences at work (Lum, Kervin, Clark, Reid, & Sirola, 1998).

Job satisfaction has been identified as one of the most significant variables and predictors of intention to quit. The withdrawal decision model of Mobley (1977) is based on the principle that dissatisfaction triggers thoughts of quitting and initiate a withdrawal process that can lead to an employee's intention to quit. In their study of Swedish public sector employees, found that job satisfaction mediated the effect of job perceptions on intention to quit. They found that job satisfaction has a significantly negative relationship with intention to quit. Several other empirical research have also confirmed this relationship . Demerouti *et al.* (2001) predict that jobs with high job demands and low job resources will generate exhaustion and disengagement with employees, therefore employees might start to think about quitting when job resources are low, while turnover intention might be reduced with higher levels of job resources (De Cuyper, Mauno, Kinnunen, & Mäkikangas, 2011).

Another variable that is central to research around intention to quit is organisational commitment. Research has shown that intention to quit has a significantly negative relationship with organisational commitment (Martin & Roodt, 2008), affective commitment (Amerasinghe, 2014; Brunetto, Teo, Shacklock, & Farr-Wharton, 2012; Jaros, 1997), and normative commitment (Jaros, 1997).

Therefore based on the fact that every organisation can have unique job characteristics and working conditions (Demerouti *et al.*, 2001) and the detrimental effect that employee attitudes can have on an organisation, it leads to the question: “What is the relationship between and the role of job characteristics and attitudes in this manufacturing concern?”

RESEARCH OBJECTIVES

This study’s primary objective was to determine the relationship between and the role of job characteristics and employee attitudes in a South African manufacturing concern. The secondary objectives of this study were to:

- Determine the relationship between job demands, job resources, job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern.
- Determine the role of job demands in job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern.
- Determine the role of job resources in job satisfaction, organisational commitment (affective commitment, continuance commitment and normative commitment) and intention to quit in a manufacturing concern.
- Make recommendations to the organisation and for future research regarding the role of job demands and job resources in employee attitudes.

RESEARCH METHODS

Research approach, sample and procedure

To reach the objectives of this study, a quantitative approach was selected. A cross-sectional survey-research design, where a convenient sample was obtained from the target population at one time (Shaughnessey, Zechmeister, & Zechmeister, 2012), was utilised to reach the research objectives. *Convenience sampling* is the selection of respondents based on their availability and willingness to respond (Shaughnessey *et al.*, 2012). The sample comprised employees from a South African manufacturing concern based in three locations in Gauteng and Mpumalanga. Participation was voluntary. Employees from all three locations, departments and job levels were included. Table 2-1 outlines a summary of the key characteristics of the sample.

Table 2-1 shows that most participants had been employed in this organisation for more than ten years (40.91%), while 21.59% had 6-10 years of service and 8.52% had less than one year's experience. Most of the participants were male (90.34%), African (50.57%) and the age groups 40-50 years and 30-39 years were best represented – 37.50% and 34.09% respectively. The Production & Quality and Engineering & Stores departments were best represented – 59.09% and 26.14% respectively. More than half (53.98%) of the participants were in an operator or artisan job level.

Permission was obtained from the National Human Resource Manager to conduct the study in the selected company, and it was granted. An informed consent letter was distributed with the questionnaires to explain the purpose, the voluntary and confidential nature of the study during information sessions at the various locations. No identification, such as name or employee number was required from the participants to complete the questionnaire. The confidentiality of the participants was respected and upheld in conducting the collection and analysis of the questionnaires.

Table 1.
Demographic profile of respondents

Category	Class	Frequency	Percentage
Years of service	0-1	15	8.52%
	2-3	18	10.23%
	3-4	11	6.25%
	4-5	22	12.50%
	6-10	38	21.59%
	>10	72	40.91%
Gender	Male	159	90.34%
	Female	17	9.66%
Race	African	89	50.57%
	Coloured	3	1.70%
	Indian	1	0.57%
	White	83	47.16%
Age	18-29	13	7.39%
	30-39	60	34.09%
	40-50	66	37.50%
	>50	37	21.02%
Location	Head office	17	9.66%
	Manufacturing facility 1	89	50.57%
	Manufacturing facility 2	70	39.77%
Job Category	Admin & Support	6	3.41%
	Finance	3	1.70%
	Engineering & Stores	46	26.14%
	Production & Quality	104	59.09%
	Supply Chain	4	2.27%
	Sales & Marketing	9	5.11%
	Human Resources	4	2.27%
	Senior Management	6	3.41%
	Middle Management	25	14.20%
Lower Management	20	11.36%	
Job Level	Support Staff	15	8.52%
	Helper/assistant	4	2.27%
	Operator / Artisans	95	53.98%
	Other	11	6.25%

Measuring Instruments

The questionnaire consists of 5 sections and is a combination of different questionnaires to measure the different constructs. The questionnaire consists of the following:

Section 1 – Demographics

A biographical questionnaire was used to gather demographic information like age, gender, tenure and job title. This section also describes the strategy that a respondent must follow to answer the questions in the questionnaire.

Section 2 – Job Characteristics

Jackson and Rothmann (2005) developed the Job Demand-Resource Scale (JDRS) to assess job demands and resources for educators. The JDRS comprises 48 questions, some of which will be adjusted and checked for validity to suit the relevance of this study. This study includes the following dimensions; *autonomy, career opportunities, emotional load, job feedback, job security, relationship with colleagues, relationship with immediate supervisor, remuneration, task identity, task significance and work load*. A 5-point Likert scale will be used ranging from 1 (strongly disagree) to 5 (strongly agree). Respondents answer these questions by applying the same strategy as explained in Section 1 of the questionnaire. Jackson and Rothmann (2005) identified seven reliable factors for the dimensions of the JDRS, namely organisational support ($\alpha = 0.88$), job insecurity ($\alpha = 0.90$), growth opportunities ($\alpha = 0.80$), control ($\alpha = 0.71$), overload ($\alpha = 0.75$), rewards ($\alpha = 0.78$) and relationship with colleagues ($\alpha = 0.76$).

Section 3 – Job satisfaction

Job satisfaction was measured using the 20-item short form of the *Minnesota Satisfaction Questionnaire (MSQ)* (Weiss, Dawis, England, & Lofquist, 1967). This facet measure is popular and frequently used in job satisfaction research. The measure used a 5-point Likert scale that ranges from very dissatisfied (1) to very satisfied (5). The MSQ short form is advantageous as it measures both intrinsic- and extrinsic job satisfaction. *Intrinsic satisfaction* is concerned with the feelings of people towards the nature of the job tasks themselves, whereas *extrinsic job satisfaction* is how people feel about external aspects of the work situation or job task itself (Spector, 1997). Hirschfeld (2000) obtained satisfactory reliability figures for the intrinsic ($\alpha = 0.84$) and extrinsic job satisfaction ($\alpha = 0.88$) dimensions.

Section 4 – Organisational commitment

Organisational Commitment Questionnaire (TCM): the TCM Employee commitment survey of Meyer and Allen (2004) was used to evaluate commitment levels. TCM Employee Commitment scale is based on the Three-Component Model of commitment of Meyer and Allen (2004) and was used to evaluate each respondent on the three dimensions of organisational commitment. The questionnaire can be downloaded for free from www.employeecommitment.com, as long as it is used for academic purposes (Meyer & Allen, 2004). This TCM Employee Commitment Scale has a revised version that consists of 18 items (4 reverse items and 14 forward items) making up the three sub-scales, the ACS; CCS and NCS (Louw, 2016, p. 49). A 5-point Likert scale will be used ranging from 1 (strongly disagree) to 5 (strongly agree), compared to the original 7-point Likert scale for ease of combining the questionnaires into one. Meyer *et al.* (1993) indicate that the reliability figures for the three commitment scales are above the acceptable levels (coefficient alphas of 0.87 for ACS, 0.75 for CCS and 0.79 for NCS) in their assessments. Louw (2016) find the overall reliability of the TCM to be above acceptable levels.

Section 5 - Intention to quit (ITQ)

Intention to quit was measured using the modified Tilburg Psychological Contract Questionnaire (TPCQ) ten-item scale (Freese & Schalk, 1996; Maluleka, 2015). This questionnaire evaluates aspects like the desire to leave the organisation and satisfaction with the organisation (Maluleka, 2015). Maluleka (2015) obtained an acceptable reliability figure for the ITQ scale of 0.77.

Statistical Analyses

The Statistical Package for the Social Scientist (SPSS; 2011) was used to conduct the statistical analyses. Descriptive statistics, including means, standard deviations, skewness and kurtosis, were used to determine the distribution pattern of the data. The guidelines for skewness and kurtosis for normal distributions are 2 (Finch & West, 1997) and 4 (Field, 2009) respectively.

Cronbach alpha coefficients(α) were used to calculate the reliability assessment of the constructs measured. An acceptable cut-off point for α is 0.70 (Nunnally & Bernstein, 1994). Exploratory factor analyses were utilised to investigate the construct validity of the measuring instruments. A simple component analyses, that was conducted on the job demands and resources constructs, determined the number of factors to extract. The eigenvalues and the scree plot were evaluated to identify these factors. According to Kaiser (1960) factors with

eigenvalues greater than 1.00 can be extracted. Also, the scree plot can be utilised to identify the number of factors where the point of inflexion in the scree plot must be considered (Cattell, 1966).

Next, a principal component analysis was conducted with, a direct Oblimin rotation if factors were related, or a Varimax rotation if the factors were not related (Tabachnick & Fidell, 2001). The following criteria were used to determine which factors to retain: (1) as a general rule, item loadings had to be greater than 0.32; (2) an item was only allowed to load onto one factor; (3) a factor needed to have at least three substantive item loadings; and (4) the retained factor needed to make theoretical sense (Field, 2009; Tabachnick & Fidell, 2001). The obtained factors were consequently used as input in a second-order factor analysis. Varimax rotation was used to extract the factors because the factors were not correlated ($r < 0.30$).

Pearson product-moment correlation coefficients were used to specify the relationship between the variables. In terms of statistical significance, a 95% confidence interval level ($p < 0.05$) was set. Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. The parameters 0.10 (small effect), 0.30 (medium effect) and 0.50 (large effect) were set for the practical significance of the correlations (Steyn, 1999). A cut-off point of 0.30 (medium effect) was set for the practical significance of correlation coefficients (Cohen, 1988).

A multiple regression analysis was used to calculate the proportion of variance in the dependent variables of job satisfaction, organisational commitment and intention to quit that was predicted by the independent variables, namely organisational support, career advancement, information, overload and job insecurity. The effect size in the case of multiple regressions is given in the formula: $f^2 = \frac{R^2}{1-R^2}$ (Steyn, 1999) to indicate whether the obtained results were practically important. The parameters 0.01 (small effect), 0.09 (medium effect) and 0.35 (large effect) were set for the practical significance of f^2 (Steyn, 1999).

RESULTS

Exploratory factor analyses

A simple principal component analysis was conducted on the items of the Job Demands-Resources Scale (JDRS) to assess the number of factors. An analysis of the eigenvalues showed that 14 factors could be extracted. However, the scree plot showed that five factors could be extracted, which explained 69.50% of the total variance. The eigenvalues of these factors were as follows: Factor 1 = 6.52; Factor 2 = 4.19; Factor 3 = 2.49; Factor 4 = 1.87; and Factor 5 = 2.29. A principal component analysis was conducted on the pooled solution (i.e. all the participants were included in the same analysis). Factor 1 was labelled *Organisational*

support. This factor (20 items) refers to the relationship with immediate supervisor, ambiguities about work, and information and participation. Factor 2 (8 items), was labelled *Career Advancement*. This factor refers to variety in work, opportunities to learn, independence in work, relationships with colleagues and contact possibilities. Factor 3 was labelled *Overload*. This factor (7 items) refers to pace and amount of work, mental load and emotional load. Factor 4 was labelled *Information*. This factor (4 items) refers to financial rewards, remuneration and career possibilities. Factor 5 was labelled *Job insecurity*. This factor (3 items) refers to uncertainty about your job in the future. The results of the principal component analysis with a Varimax rotation for the JDRS are illustrated in Table 2.

Table 2.

Factor loadings for Principal Component Analyses with a Direct Oblimin Rotation on JDRS items

Items	F1	F2	F3	F4	F5
JC2 Do you work under time pressure?	0.00	0.00	0.42	0.00	0.00
JC4 Do you have to be attentive to many things at the same time?	0.00	0.00	0.60	0.00	0.00
JC5 Do you have to give continuous attention to your work?	0.00	0.00	0.51	0.00	0.00
JC6 Do you have to remember many things in your work?	0.00	0.00	0.64	0.00	0.00
JC7 Are you confronted in your work with things that affect you personally?	0.00	0.00	0.53	0.00	0.00
JC8 Do you have contact with difficult employees in your work?	0.00	0.00	0.61	0.00	0.00
JC9 Does your work put you in emotionally upsetting situations?	0.00	0.00	0.52	0.00	0.00
JC11 Does your work make sufficient demands on all your skills and capacities?	0.00	0.00	0.00	0.45	0.00
JC13 Does your job offer you opportunities for personal growth and development?	0.00	0.58	0.00	0.00	0.00
JC14 Does your work give you the feeling that you can achieve something?	0.00	0.51	0.00	0.00	0.00
JC15 Does your job offer you the possibility of independent thought and action?	0.54	0.00	0.00	0.00	0.00
JC16 Do you have freedom in carrying out your work activities?	0.63	0.00	0.00	0.00	0.00
JC17 Do you have influence in the planning of your work activities?	0.33	0.00	0.00	0.00	0.00
JC18 Can you participate in the decision about when a piece of work must be completed?	0.42	0.00	0.00	0.00	0.00
JC19 Can you count on your colleagues when you come across difficulties in your work?	0.52	0.00	0.00	0.00	0.00
JC20 If necessary, can you ask your colleagues for help?	0.51	0.00	0.00	0.00	0.00
JC21 Do you get on well with your colleagues?	0.54	0.00	0.00	0.00	0.00
JC22 Can you count on your supervisor when you come across difficulties in your work?	0.75	0.00	0.00	0.00	0.00
JC23 Do you get on well with your supervisor?	0.67	0.00	0.00	0.00	0.00
JC24 In your work, do you feel appreciated by your supervisor?	0.65	0.00	0.00	0.00	0.00
JC25 Do you know exactly what other people expect of you in your work?	0.58	0.00	0.00	0.00	0.00
JC26 Do you know exactly for what you are responsible and which areas are not your responsibility?	0.36	0.00	0.00	0.00	0.00
JC27 Do you know exactly what your direct supervisor thinks of your performance?	0.49	0.00	0.00	0.00	0.00
JC28 Do you receive sufficient information on the purpose of your work?	0.60	0.00	0.00	0.00	0.00
JC29 Do you receive sufficient information on the results of your work?	0.44	0.00	0.00	0.00	0.00
JC30 Does your direct supervisor inform you about how well you are doing your work?	0.00	0.00	0.00	0.44	0.00
JC31 Are you kept adequately up-to-date about important issues within the company?	0.00	0.00	0.00	0.48	0.00
JC32 Is the company's decision-making process clear to you?	0.00	0.00	0.00	0.65	0.00
JC33 Is it clear to you whom you should address within the company for specific problems?	0.49	0.00	0.00	0.00	0.00
JC34 Can you discuss work problems with your direct supervisor?	0.75	0.00	0.00	0.00	0.00
JC35 Can you participate in decisions about the nature of your work?	0.49	0.00	0.00	0.00	0.00
JC36 Do you have a direct influence on your department's decisions?	0.32	0.00	0.00	0.00	0.00
JC37 Do you have contact with colleagues as part of your work?	0.31	0.00	0.00	0.00	0.00
JC40 Do you need to be more secure that you will still be working in one year's time?	0.00	0.00	0.00	0.00	0.82
JC41 Do you need to be more secure that you will keep your current job in the next year?	0.00	0.00	0.00	0.00	0.89
JC42 Do you need to be more secure that next year you will keep the same function level as currently?	0.00	0.00	0.00	0.00	0.82
JC43 Do you think that the company pays good salaries?	0.00	0.80	0.00	0.00	0.00
JC44 Can you live comfortably on your pay?	0.00	0.83	0.00	0.00	0.00
JC45 Do you think you are paid enough for the work that you do?	0.00	0.82	0.00	0.00	0.00
JC46 Does your job offer you the possibility to progress financially?	0.00	0.79	0.00	0.00	0.00
JC47 Does your organisation give you opportunities to follow training courses?	0.00	0.46	0.00	0.00	0.00
JC48 Does your job give you the opportunity to be promoted?	0.00	0.52	0.00	0.00	0.00

Subsequently, a principal component analysis was carried out on the correlations of the five first-order factors. Two factors, with eigenvalues of 1.90 and 1.11, respectively, were extracted. These two factors explained 59.12% of the total variance. The first factor was labelled *Job resources*, which included organisational support (0.85), career advancement (0.71), and information (0.78). The second factor was labelled *Job demands* and included overload (0.85) and job insecurity (0.45).

Descriptive statistics and correlation analyses

Table 3 presents the descriptive statistics for the variables in the study:

Table 3.

Descriptive statistics (N=176) and Cronbach's Alpha Coefficients of the JDRS, MSQ, OCQ and ITQ

Variable	α	Mean	SD	Skewness	Kurtosis
1. Organisational Support	.89	4.01	.59	-.59	.83
2. Career Advancement	.85	2.91	.92	-.18	-.64
3. Overload	.69	3.76	.58	-.48	.08
4. Information	.69	3.2	.91	-.31	-.34
5. Job Insecurity	.84	3.66	.97	-.60	-.09
6. Job Satisfaction	.92	3.45	.64	-.46	.04
7. Affective Commitment	.73	3.44	.72	-.20	.18
8. Continuous Commitment	.53	3.16	.60	.23	.18
9. Normative Commitment	.78	3.27	.76	-.58	.48
10. Organisational Commitment	.84	3.28	.60	-.53	.82
11. Intention to quit	.81	2.73	.73	.34	-.28

Acceptable alpha coefficients were obtained for all scales except for Continuance Commitment (0.53). The rest of the alpha coefficients were greater than or equal to the recommended lower limit of 0.70 (Nunnally & Bernstein, 1994). Based on this standard, the internal consistency obtained in this study was at acceptable levels. Data in Table 3 indicates that skewness and kurtosis are within the limits of 2 and 4 respectively (Field, 2009; Finch & West, 1997). Thus all the scales used were normally distributed.

Table 4.

Correlation Coefficients (N=176) between JD, JR, JS, OC, and ITQ

Variable	1	2	3	4	5	6	7	8	9	10
1. Organisational Support	-									
2. Career Advancement	.50**	-								
3. Overload	-.11	-.02	-							
4. Information	.53**	.29**	-.19*	-						
5. Job Insecurity	-.06	-.05	-.00	-.12	-					
6. Job Satisfaction	.76**	.68**	-.04	.38**	-.01	-				
7. Affective Commitment	.53**	.43**	-.08	.18*	-.07	.50**	-			
8. Continuous Commitment	-.08	-.04	.13	-.17*	.06	-.02	.10	-		
9. Normative Commitment	.41**	.36**	-.17*	.24**	-.03	.40**	.71**	.20**	-	
10. Organisational Commitment	.38**	.34**	-.08	.12	-.02	.39**	.79**	.41**	.91**	-
11. Intention to quit	-.42**	-.35**	.20**	-.20**	.10	-.43**	-.65**	.12	-.60**	-.57**

**Coefficient is significant at the .01 level (2-tailed); *Coefficient is significant at the .05 level (2-tailed) / 0.10 (small effect), 0.30 (medium effect) and 0.50 (large effect)

Table 4 outlines the Pearson Correlation Coefficients for the variables in the study. Organisational support seems to be statistically significantly positively related to career advancement (large effect), information (large effect), job satisfaction (large effect), affective commitment (large effect), normative commitment (medium effect) and statistically significantly negatively related to intention to quit (medium effect). Career advancement seems to be statistically significantly positively related to job satisfaction (large effect), affective commitment (medium effect), normative commitment (medium effect) and statistically significantly negatively related to intention to quit (medium effect). Information is statistically significantly positively related to job satisfaction (medium effect). Job satisfaction is statistically significantly positively related to affective commitment (large effect), normative commitment (medium effect) and statistically significantly negatively related to intention to quit (medium effect). Affective commitment is statistically significantly positively related to normative commitment (large effect) and statistically significantly negatively related to intention to quit (large effect). Normative commitment is statistically significantly negatively related to intention to quit (large effect). Finally, organisational commitment is statistically significantly (negatively) related to intention to quit (large effect). In general, organisational support, career advancement and information (job resources) are positively related to job satisfaction and organisational commitment, while being negatively related to overload (job demand) and intention to quit (small and medium effects). In addition, overload (job demand) is positively related to intention to quit (small effects) and negatively related to job satisfaction and organisational commitment (small effect).

Multiple regression analyses

The interest of this study was also to determine the effect of independent variables, namely organisational support, career advancement, information, overload and job insecurity on the dependent variables of affective commitment, continuance commitment, normative commitment, job satisfaction, organisational commitment and intention to quit. Multiple regression analysis was utilised to understand the relative influence that each of the five independent variables had on the dependent variables (Rothmann, 2008). A stepwise multiple regression analysis was conducted where firstly only job resources (JR) were entered into the regression model as independent variables to determine their predictive ability on the dependent variables of affective commitment, continuance commitment, normative commitment, job satisfaction, organisational commitment and intention to quit. A second stepwise multiple regression analysis was conducted where all five of the independent variables, Job resources (JR) and Job demands (JD), were entered into the regression model at the same time to determine their predictive on the dependent variables of affective commitment, continuance commitment, normative commitment, job satisfaction, organisational commitment and intention to quit. The intention was to identify the most significant predictors in each model and to determine the impact of job resources and demands separately. The results of the regression analysis are presented in Table 5 and Table 6 below.

Table 5.

Regressions with Affective-, Continuance – and Normative Commitment as dependent variables (N=176)

Predictors / Independent Variables	Affective Commitment		Continuance Commitment		Normative Commitment	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>
1. Organisational Support (JR)	.49**	.49**	.01	.02	.29**	.28**
2. Career Advancement (JR)	.23**	.23**	.01	.01	.21**	.22**
3. Information (JR)	-.14	-.16*	-.18*	-.16	.02	.00
4. Overload (JD)		-.05		.10		-.14*
5. Job Insecurity (JD)		-.04		.04		.00
<i>R</i>	.57	.58	.18	.20	.45	.47
<i>R</i> ²	.33	.34	.03	.04	.20	.22
<i>f</i> ²	.49	.50	.03	.04	.25	.28

**Coefficient is significant at the .01 level (2-tailed); *Coefficient is significant at the .05 level (2-tailed) / The parameters for f^2 .01 (small effect), .09 (medium effect) and .35 (large effect)

An inspection of Table 5 revealed that job demands, and resources explained 34% (medium effect), 4% (small effect) and 22% (medium effect) of the variance in affective commitment, continuance commitment, and normative commitment. Organisational support ($\beta = .49$; $t = 5.99$) and career advancement ($\beta = .23$; $t = 3.21$) proved to be the only statistically significant predictors of affective commitment in the first step ($F=28.24$). Organisational support ($\beta = .49$; $t = 5.95$), career advancement ($\beta = .49$; $t = 5.95$), and information ($\beta = -.16$; $t = -2.08$) proved to be the only statistically significant predictors of affective commitment in the second step ($F=17.09$).

Information ($\beta = -.18$; $t = -2.07$) proved to be the only statistically significant predictor of continuance commitment in the first step ($F=1.81$). There were no statistically significant predictors of continuance commitment in the second step.

Organisational support ($\beta = .29$; $t = 2.34$) and career advancement ($\beta = .21$; $t = 2.71$) proved to be the only statistically significant predictors of normative commitment in the first step ($F=14.24$). Organisational support ($\beta = .28$; $t = 3.20$), career advancement ($\beta = .22$; $t = 2.82$), and overload ($\beta = -.14$; $t = -1.98$) proved to be the only statistically significant predictors of normative commitment in the second step ($F=9.43$).

Table 6.

Regressions with Job Satisfaction, Organisational Commitment and Intention to quit (N=176)

Predictors / Independent Variables	Job Satisfaction		Organisational Commitment		Intention to Quit	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>	<i>Stand. β</i>
1. Organisational Support (JR)	.59**	.59**	.34**	.34**	-.35**	-.35**
2. Career Advancement (JR)	.40**	.40**	.21**	.21**	-.19*	-.20**
3. Information (JR)	-.05	-.04	-.12	-.13	.04	.09
4. Overload (JD)		.03		-.07		.18**
5. Job Insecurity (JD)		.05		.00		.08
<i>R</i>	.84	.84	.43	.44	.45	.49
<i>R</i> ²	.70	.70	.19	.19	.21	.24
<i>f</i> ²	2.31	2.34	.23	.24	.26	.32

**Coefficient is significant at the .01 level (2-tailed); *Coefficient is significant at the .05 level (2-tailed) / The parameters for f^2 : .01 (small effect), .09 (medium effect) and .35 (large effect)

A closer inspection of table 6 revealed that job demands, and resources explained 70% (large effect), 19% (medium effect) and 24% (medium effect) of the variance in job satisfaction, organisational commitment and intention to quit, respectively. Organisational support ($\beta = .59$;

$t = 10.84$) and career advancement ($\beta = .40$; $t = 8.19$) proved to be the only statistically significant predictors of job satisfaction in the first step ($F=132.71$). Organisational support ($\beta = .59$; $t = 10.83$), growth opportunity ($\beta = .040$; $t = 8.16$) proved to be the only statistically significant predictors of job satisfaction in the second step ($F=79.72$).

Organisational support ($\beta = .34$; $t = 3.83$), career advancement ($\beta = .21$; $t = 2.63$) proved to be the only statistically significant predictors of organisational commitment in the first step ($F=13.28$). Organisational support ($\beta = .34$; $t = 3.79$) and career advancement ($\beta = .21$; $t = 2.66$) proved to be the only statistically significant predictors of organisational commitment in the second step (job resources and demands as predictors) ($F=8.09$).

Organisational support ($\beta = -.35$; $t = -3.98$) and career advancement ($\beta = -.19$; $t = -2.39$) proved to be the only statistically significant predictors of intention to quit in the first step (only job resources as predictors) ($F=14.83$). Organisational support ($\beta = -.35$; $t = -3.98$), career advancement ($\beta = -.20$; $t = -2.52$), and overload ($\beta = .18$; $t = 2.57$) proved to be the only statistically significant predictors of intention to quit in the second step (job resources and demands as predictors) ($F=10.78$).

DISCUSSION

The first objective of this study was to evaluate how job demands and resources, job satisfaction organisational commitment and intention to quit relate to each other. Firstly a simple factor analysis was conducted on the JDRS that identified five factors that could be extracted. These factors were labelled overload, job insecurity, organisational support, career advancement, information. *Overload* refers to the physical-, mental-, and emotional load of the job. *Job Insecurity* refers to the level of insecurity that is experienced in the current job and the future thereof. *Career Advancement* means moving forward within your work and includes remuneration, training and career opportunities. *Information* refers to feedback from your direct supervisor regarding your performance, issues within the organisation, and the decision-making process in the organisation. *Organisational Support* refers to autonomy in your work, social and work-related support from co-workers, relationships with your supervisor/manager, the flow and availability of information, communication in the organisation, participation in decision making, and contract opportunities within the organisation

The five observed factors were used to conduct a second-order factor analysis, which resulted in a two-factor structure. The first factor represented job resources (i.e. organisational support, career advancement and information). The second factor represented job demands (overload and job insecurity). Similar two-factor structures were found by Demerouti *et al.* (2001), Jackson (Submitted) and Schaufeli and Bakker (2004). Therefore, it appears that the factorial

structure of the JD-R model is valid. The flexibility of the JD-R model, that different job characteristics can be divided into the two categories of job demands and job resources.

The findings of the study suggest that organisational support, career advancement and information are positively related to job satisfaction and organisational commitment (affective commitment and normative commitment), while being negatively related to overload and intention to quit. In addition, overload is positively related to intention to quit and negatively related to job satisfaction and organisational commitment (affective commitment and normative commitment).

Empirical research has shown that organisational support has a significant positive relationship with job satisfaction (Bentley *et al.*, 2016; Chen *et al.*, 2016; Mabasa & Ngirande, 2015), organisational commitment (affective commitment) (Kim, Eisenberger, & Baik, 2016; Mabasa & Ngirande, 2015; Meyer *et al.*, 2002; O'Driscoll & Randall, 1999) and a significantly negative relationship with intention to quit (Baker & Moore, 2015; Chen *et al.*, 2016; Timms *et al.*, 2015). Career advancement, according to literature, has a significantly positive relationship with job satisfaction (Herzberg *et al.*, 1959; McPhail, Patiar, Herington, Creed, & Davidson, 2015), organisational commitment (Lumley *et al.*, 2011) and a significantly negative relationship with intention to quit (Kraimer, Shaffer, & Bolino, 2009; McPhail *et al.*, 2015). Overload is significantly positively related to intention to quit (Khorakian, Nosrati, & Eslami, 2018), whilst intention to quit have statistically significant negative relations with Organisational commitment (Demirtas & Akdogan, 2015; Fabi, Lacoursière, & Raymond, 2015; Wong & Laschinger, 2015), job satisfaction (Fabi *et al.*, 2015; Sims, Ruppel, & Zeidler, 2016)

The second objective of this study was to investigate the role of job demands on job satisfaction, organisational commitment and intention to quit. The job demand, overload, only played a significant role in predicting intention to quit. Job insecurity did not play a significant role in any of the employee attitudes under investigation in this manufacturing concern. The role of overload as a significant positive predictor of intention to quit has been confirmed in the literature (Hellgren *et al.*, 1997; Jackson, Submitted)

The third objective of this study was to investigate the role of job resources on job satisfaction, organisational commitment and intention to quit. Job resources like organisational support and career advancement served as significant predictors for, job satisfaction, organisational commitment, affective commitment, normative commitment and intention to quit. The job resource, information, did not play a significant role in any of the employee attitudes under investigation. Stepwise multiple regression analyses confirmed that job resources predicted

70% of the variance of job satisfaction, 19% of the variance of organisational commitment, 33% of the variance of affective commitment, 20% of the variance of normative commitment and 21% of the variance of intention to quit. Both Organisational Support and Career Advancement appeared to be stronger predictors of most of the dependent variables (except for continuance commitment) Organisational support seems to be the strongest predictor of job satisfaction, organisational commitment and intention to quit in this manufacturing concern.

Managerial Implications

Job resources such as organisational support and career advancement served as significant predictors for job satisfaction, organisational commitment and intention to quit. The findings of this study seem to suggest that these factors play a role in job satisfaction, organisational commitment and intention to quit. It is therefore recommended the organisation should address two main factors to increase the levels of job satisfaction and organisational commitment and to reduce the employee's intention to leave.

Firstly, management should focus on the level of organisational support that their employees receive in terms of autonomy in their work, social and work-related support from co-workers, relationships with their supervisor/manager, the flow and availability of information, the level of communication that exists in the organisation, their participation allowed in decision making, opportunities to collaborate with their colleagues in their work.

Secondly, it is recommended that managers create a developmental/career plan for each employee where possible where the employee and the manager/ supervisor can identify developmental areas and the training that is required for that. There is currently some career planning done on certain levels of the organisation, but it is recommended management implement this on especially the lower levels of the organisation to fully capitalise on the effect that it can have on employee attitudes. *Career Advancement* means moving forward within your work and includes remuneration, training and career opportunities in this study.

The job demand, overload, only played a significant role in the employees' intention to quit in this manufacturing concern. Overload in this study refers to the pace and amount of work, mental load and emotional load. During these challenging business conditions, several positions and vacancies at both factories were not filled or positions were combined that caused some employees to be overloaded by either doing more than one person's work or working additional overtime to compensate for the vacancy. In some cases, there were also no additional compensation for the extra responsibility that was assigned to employees. Although these actions were mainly done in a phase where the business was restructuring itself to align with business and economic conditions, these actions could have a long-term

negative impact on the employee's physical, mental and emotional load. Even though one of the production facilities closed, this effect is can also have a lasting effect on the remaining production facility. It is therefore suggested the management of this manufacturing concern provides resources to cope with the pace and amount of work, mental- and emotional load to reduce the tendency for employees to quit.

To complement these factors, the organisation implemented an in-house developed business improvement programme about two years ago with the focus on autonomous work groups. The teams are trained in structured problem-solving techniques and root cause analyses. This program aims to empower the teams in each area to solve their own problems, instil a culture of teamwork and responsibility, take part in decision making and improve the relationship with their manager or supervisor, because they will feel that their manager trust them to take decisions and solve their own problems. The effectiveness of this programme must however be questioned, because the program initially did well, but it struggled to maintain its momentum and a lot of actions were only done to meet the minimum requirement or for window dressing with inspection or audits. It is recommended that management revise or refresh the approach of this improvement program, not only for the business improvements that can be gained, but also for the positive effect that it can have on job satisfaction and organisational commitment, and to reduce employee's intention to leave the organisation.

It is also recommended that the organisation integrates the measuring instruments used in this study into their business strategies to analyse the company on an annual basis, whereby the progress of corrective actions that were implemented, can be evaluated. This will enable the organisation to identify any new areas to focus on in the future.

Limitations

This study, as with other empirical studies, had certain limitations: The research design was a cross-sectional survey design and was an important limitation because it makes it difficult to prove causal relationships between the variables. Another limitation was that the study focussed on one manufacturing organisation only. There are different job characteristics in different organisations and professions (Rothmann *et al.*, 2006). Thus the results cannot be generally applied to all manufacturing organisations in South Africa. The exclusive use of results of self-reported measures is also a limitation, as this can lead to a problem referred to as "method variance" that can result in the overestimation of the correlations studied. The fact that the questionnaires were only administered in English can also be a limitation. Based on the demographic profile of the respondents, English is not necessarily the first language of

most of the respondents. Thus the possibility exists that the respondent's language skills could have influenced the results.

Recommendations for future research

Longitudinal study design is recommended for future research to investigate causal relationships and to investigate job characteristics and employee attitudes in an organisation over time. The survey questionnaires were only in English, and this could have impacted the understanding of questions by respondents. Future studies should consider the respective demographic profile of the respondents and different language interpretations of the measuring instruments can be included. This study focussed on one manufacturing organisation only. Thus future studies should include the other organisations in the manufacturing industry to compare similarities and differences in the results between different organisations. Further qualitative studies could be done in this and in other organisations in the industry whereby interviews with the respondents can provide a better understanding for the factors that influence job satisfaction, organisational commitment, and intention to quit.

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CHAPTER 3 CONCLUSIONS AND RECOMMENDATIONS

This chapter provides conclusions regarding the literature review and the empirical study according to the specific objectives. Furthermore, the limitations of the research study are discussed, followed by recommendations for the research problem in the organisations and, lastly, suggestions are made for future research.

3.1 Conclusion

This study's primary objective was to determine the relationship between and the role of job characteristics and employee attitudes in a South African manufacturing concern. From literature, Job characteristics were conceptualised as attributes of a specific job that can be organised into two distinctive categories, namely job demands and job resources. Job demands are those physical, social and organisational tasks that must be performed, that requires perpetual physical and mental effort, that can result into certain mental and physical cost for the organisation. Job resources, on the other hand, are those characteristics of a job that plays either an intrinsic motivational role to promote personal growth and development or an extrinsic motivational role that is conducive to accomplish work goals and reduce job demands.

Job satisfaction was conceptualised as the degree that a person feels, weather positive or negative, about his or her job and it is directly proportional to the positive feelings towards the job. Job satisfaction can further be prorated as either intrinsic or extrinsic of nature. Intrinsic satisfaction stems from characteristics relating to the composition of a person's job, whereas extrinsic motivation stems from characteristics of the working conditions of a person.

Organisational commitment can be seen as an employee's sentimental attachment to the organisation when employees embrace the values and goals of the organisation and exert effort to support it. There are three different components of commitment: Affective-, Continuance- and Normative commitment. Affective commitment is when a person stays with the organisation because he or she wants to or that there if a feeling of attachment to the organisation. Normative commitment is when a person feels dissatisfied with his or her job but feels that they have a moral obligation to stay with the organisation. And lastly, continuance commitment is when a person wants to leave the organisation but cannot afford to do so.

Intention to quit can be seen as a person's intentional persistence to leave the organisation. Intentions to quit is part of an employee's withdrawal behaviour when dissatisfaction is experienced, which culminates into thoughts to quit.

The first objective of this study was to determine the relationship between job demands, job resources, job satisfaction, organisational commitment (affective commitment, normative commitment, and continuance commitment) and intentions to quit in a manufacturing concern. Pearson product-moment correlation showed that Organisational Support correlated positively with Career Advancement, Information, Job Satisfaction, Affective Commitment, Normative Commitment. Empirical research has shown that organisational support has a significant positive relationship with job satisfaction (Bentley *et al.*, 2016; Chen *et al.*, 2016; Mabasa & Ngirande, 2015) and organisational commitment (affective commitment) (Kim, Eisenberger, & Baik, 2016; Mabasa & Ngirande, 2015; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; O'Driscoll & Randall, 1999).

Career Advancement correlated positively with Job Satisfaction, Affective Commitment and Normative Commitment. Information correlated positively with Job Satisfaction. Job Satisfaction correlated positively with Affective Commitment and Normative Commitment. Affective Commitment is positively related to Normative Commitment. Career advancement, according to literature, has a significantly positive relationship with job satisfaction (Herzberg, Mausner, & Snyderman, 1959; McPhail, Patiar, Herington, Creed, & Davidson, 2015), organisational commitment (Lumley, Coetzee, Tladinyane, & Ferreira, 2011)

Organisational Support, Career Advancement, Job Satisfaction, Affective Commitment, Normative commitment and organisational commitment(overall) correlated negatively with intentions to quit, while the job demand, overload, correlated positively with Intentions to Quit. Research has shown that Organisational Support and Career Advancement have significantly negative relationships with intentions to quit (Baker & Moore, 2015; Chen *et al.*, 2016; Kraimer, Shaffer, & Bolino, 2009; McPhail *et al.*, 2015; Timms *et al.*, 2015). Overload is significantly positively related to intentions to quit (Khorakian, Nosrati, & Eslami, 2018), whilst intentions to quit have statistically significant negative relations with Organisational commitment (Demirtas & Akdogan, 2015; Fabi, Lacoursière, & Raymond, 2015; Wong & Laschinger, 2015) and job satisfaction (Fabi *et al.*, 2015; Sims, Ruppel, & Zeidler, 2016)

Thus, in general, job resources are positively related to Job Satisfaction and Organisational Commitment and negatively related to Intentions to Quit. Job demands (Overload) is positively related to Intentions to Quit and negatively related to Job Satisfaction and Organisational Commitment.

The second objective of this research study was to determine the role of job demands in job satisfaction, organisational commitment and intentions to quit in a manufacturing concern. The job demand, overload, only played a significant role in predicting intentions to quit. Job

insecurity did not play a significant role in any of the employee attitudes under investigation in this manufacturing concern. The role of overload as a significant positive predictor of intentions to quit has been confirmed in the literature (Hellgren, Sjoberg, & Sverke, 1997; Jackson, Submitted)

The third objective of this study was to investigate the role of job resources on job satisfaction, organisational commitment and intentions to quit. The job resources, organisational support and career advancement, served as significant predictors for, job satisfaction, organisational commitment, affective commitment, normative commitment and intentions to quit. The job resource, information, did not play a significant role in any of the employee attitudes under investigation. Stepwise multiple regression analyses confirmed that job resources predicted 70% of the variance of job satisfaction, 19% of the variance of organisational commitment, 33% of the variance of affective commitment, 20% of the variance of normative commitment and 21% of the variance of intentions to quit. Both Organisational Support and Career Advancement appeared to be stronger predictors of most of the dependent variables (except for continuance commitment) Organisational support seems to be the strongest predictor of job satisfaction, organisational commitment and intentions to quit in this manufacturing concern.

3.2 Limitations

This study, as with other empirical studies, had certain limitations: The research design was a cross-sectional survey design and was an important limitation because it makes it difficult to prove causal relationships between the variables. Another limitation was that the study focussed on one manufacturing organisation only. There are different job characteristics in different organisations and professions (Rothmann, Mostert, & Strydom, 2006). Thus the results cannot be generally applied to all manufacturing organisations in South Africa. The exclusive use of results of self-reported measures is also a limitation, as this can lead to a problem referred to as “method variance” that can result in the overestimation of the correlations studied. The fact that the questionnaires were only administered in English can also be a limitation. Based on the demographic profile of the respondents, English is not necessarily the first language of most of the respondents. Thus the possibility exists that the respondent’s language skills could have influenced the results.

3.3 Recommendations

3.3.1 Recommendations for the organisation

Job resources such as organisational support and career advancement served as significant predictors for job satisfaction, organisational commitment and intentions to quit. The findings of this study seem to suggest that these factors play a role in job satisfaction, organisational commitment and intentions to quit. It is therefore recommended the organisation should address two main factors to increase the levels of job satisfaction and organisational commitment and to reduce the employee's intention to leave.

Firstly, management should focus on the level of organisational support that their employees receive in terms of autonomy in their work, social and work-related support from co-workers, relationships with their supervisor/manager, the flow and availability of information, the level of communication that exists in the organisation, their participation that is allowed in decision making, opportunities to collaborate with their colleagues in their work.

Secondly, it is recommended that managers create a developmental/career plan for each employee where possible where the employee and the manager/ supervisor can identify developmental areas and the training that is required for that. There is currently some career planning done on certain levels of the organisation, but it is recommended management implement this on especially the lower levels of the organisation to fully capitalise on the effect that it can have on employee attitudes. *Career Advancement* means moving forward within your work and includes remuneration, training and career opportunities in this study.

The job demand, overload, only played a significant role in the employees' intention to quit in this manufacturing concern. Overload in this study refers to the pace and amount of work, mental load and emotional load. During these challenging business conditions, several positions and vacancies at both factories were not filled or positions were combined that caused some employees to be overloaded by either doing more than one person's work or working additional overtime to compensate for the vacancy. In some cases, there were also no additional compensation for the extra responsibility that was assigned to employees. Although these actions were mainly done in a phase where the business was restructuring itself to align with business and economic conditions, these actions could have a long-term negative impact on the employee's physical, mental and emotional load. Despite the fact that one of the production facilities closed down, this effect is can also have a lasting effect on the remaining production facility. It is therefore suggested the management of this manufacturing concern provides resources to cope with the pace and amount of work, mental- and emotional load to reduce the tendency for employees to quit.

To complement these factors, the organisation implemented an in-house developed business improvement programme about two years ago with the focus on autonomous work groups. The teams are trained in structured problem-solving techniques and root cause analyses. This program aims to empower the teams in each area to solve their own problems, instil a culture of teamwork and responsibility, take part in decision making and improve the relationship with their manager or supervisor, because they will feel that their manager trust them to take decisions and solve their own problems. The effectiveness of this programme must however be questioned, because the program initially did well, but it struggled to maintain its momentum and a lot of actions were only done to meet the minimum requirement or for window dressing with inspection or audits. It is recommended that management revise or refresh the approach of this improvement program, not only for the business improvements that can be gained, but also for the positive effect that it can have on job satisfaction and organisational commitment, and to reduce employee's intention to leave the organisation.

It is also recommended that the organisation integrate the measuring instruments used in this study into their business strategies to analyse the company on an annual basis, whereby the progress of corrective actions that were implemented, can be evaluated. This will enable the organisation to identify any new areas to focus on in the future.

3.3.2 Recommendations for future research

A longitudinal study design is recommended for future research to investigate causal relationships and to investigate job characteristics and employee attitudes in an organisation over time.

The survey questionnaires were only in English, and this could have impacted the understanding of questions by respondents. Future studies should consider the respective demographic profile of the respondents and different language interpretations of the measuring instruments can be included.

This study focussed on one manufacturing organisation only. Thus future studies should include the other organisations in the manufacturing industry to compare similarities and differences in the results between different organisations.

Further qualitative studies could be done in this and in other organisations in the industry whereby interviews with the respondents can provide a better understanding for the factors that influence job satisfaction, organisational commitment, and intention to quit.

3.4 Summary

In this chapter, conclusions on each of the objectives of this study were provided from an empirical and theoretical perspective. The chapter concluded with the limitations of the current study, as well as recommendations for future research and the organisation.

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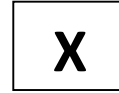
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ANNEXURE A - DATA COLLECTION INSTRUMENTS

Section 1 - Demographical questionnaire

Please complete the demographic profile by ticking the appropriate blocks for each category. Only one tick per row is allowed.



1	Current Years of service	0 – 1	2 - 3	3 - 4	4 - 5	6 – 10	>10	
2	Gender	Male	Female					
3	Race	African	Coloured	Indian	White	Other		
4	Age	18 - 29	30 - 39	40 - 50	>50			
5	Geographical location	Woodmead	White River	Panbult				
6	Job category	Admin & Support	Finance	Engineering & Stores	Production & Quality	Supply Chain	Sales & Marketing	Human Resources
7	Job level	Senior Management	Middle Management	Lower Management	Support Staff	Helper/ Assistant	Operator / Artisan	Other

The following four (4) sections deals with job characteristics, job satisfaction, organisational commitment and intention to quit.

Indicate the degree to which you agree with each statement by using the following scale:

EXAMPLE:

Question: My manager is always friendly. If you strongly agree with this statement, tick to box below “strongly agree”.

Strongly	Disagree	Neutral	Agree	Strongly
	Disagree			Agree
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input checked="" type="checkbox"/> 5

Section 2 - Job Characteristics		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Do you have too much work to do?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
2	Do you work under time pressure?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
3	Do you find that you do not have enough work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
4	Do you have to be attentive to many things at the same time?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
5	Do you have to give continuous attention to your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
6	Do you have to remember many things in your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
7	Are you confronted in your work with things that affect you personally?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
8	Do you have contact with difficult employees in your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
9	Does your work put you in emotionally upsetting situations?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
10	In your work, do you repeatedly have to do the same things?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
11	Does your work make sufficient demands on all your skills and capacities?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
12	Do you have enough variety in your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
13	Does your job offer you opportunities for personal growth and development?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
14	Does your work give you the feeling that you can achieve something?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

15	Does your job offer you the possibility of independent thought and action?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
16	Do you have freedom in carrying out your work activities?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
17	Do you have influence in the planning of your work activities?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
18	Can you participate in the decision about when a piece of work must be completed?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
19	Can you count on your colleagues when you come across difficulties in your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
20	If necessary, can you ask your colleagues for help?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
21	Do you get on well with your colleagues?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
22	Can you count on your supervisor when you come across difficulties in your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
23	Do you get on well with your supervisor?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
24	In your work, do you feel appreciated by your supervisor?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
25	Do you know exactly what other people expect of you in your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
26	Do you know exactly for what you are responsible and which areas are not your responsibility?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
27	Do you know exactly what your direct supervisor thinks of your performance?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
28	Do you receive sufficient information on the purpose of your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

29	Do you receive sufficient information on the results of your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
30	Does your direct supervisor inform you about how well you are doing your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
31	Are you kept adequately up-to-date about important issues within the company?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
32	Is the company's decision-making process clear to you?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
33	Is it clear to you whom you should address within the company for specific problems?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
34	Can you discuss work problems with your direct supervisor?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
35	Can you participate in decisions about the nature of your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
36	Do you have a direct influence on your department's decisions?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
37	Do you have contact with colleagues as part of your work?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
38	Can you have a chat with colleagues during working hours?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
39	Do you find that you have enough contact with colleagues during working hours?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
40	Do you need to be more secure that you will still be working in one year's time?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
41	Do you need to be more secure that you will keep your current job in the next year?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
42	Do you need to be more secure that next year you will keep the same function level as currently?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

43	Do you think that the company pays good salaries?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
44	Can you live comfortably on your pay?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
45	Do you think you are paid enough for the work that you do?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
46	Does your job offer you the possibility to progress financially?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
47	Does your organisation give you opportunities to follow training courses?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
48	Does your job give you the opportunity to be promoted?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Section 3 - Job Satisfaction

	<i>ON MY PRESENT JOB, THIS IS HOW I FEEL ABOUT.....</i>	Very Dis-satisfied	Dis-satisfied	Neutral	Satisfied	Very Satisfied
49	Being able to keep busy all the time	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
50	The chance to work alone on the job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
51	The chance to do different things from time to time	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
52	The chance to be "somebody" in the community	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
53	The way my boss handles his/her workers	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
54	The competence of my supervisor in making decisions	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
55	Being able to do things that don't go against my conscience	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
56	The way my job provides for steady employment	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

57	The chance to do things for other people	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
58	The chance to tell people what to do	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
59	The chance to do something that makes use of my abilities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
60	The way company policies are put into practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
61	My pay and the amount of work I do	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
62	The chances for advancement on this job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
63	The freedom to use my own judgment	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
64	The chance to try my own methods of doing the job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
65	The working conditions	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
66	The way my co-workers get along with each other	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
67	The praise I get for doing a good job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
68	The feeling of accomplishment I get from the job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Section 4 - Organisational Commitment		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
69	I do not feel any obligation to remain with current employer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
70	It would be very hard for me to leave my organisation right now, even if I wanted to	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
71	I owe a great deal to my organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
72	Even if it were to my advantage, I do not feel it would be right to leave my organisation now	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
73	If I had not already put so much of myself into this	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

organisation, I might consider working elsewhere

74	I would be very happy to spend the rest of my career with this organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
75	I would not leave my organisation right now because I have a sense of obligation to the people in it	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
76	I do not feel a strong sense of “belonging” to my organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
77	I would feel guilty if I left my organisation now	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
78	I really feel as if this organisation’s problems are my own	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
79	Right now, staying with my organisation is a matter of necessity as much as desire	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
80	I do not feel “emotionally attached” to this organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
81	I feel that I have too few options to consider leaving this organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
82	This organisation deserves my loyalty	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
83	This organisation has a great deal of personal meaning for me	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
84	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
85	Too much of my life would be disrupted if I decided I wanted to leave my organisation now	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
86	I do not feel like “part of the family” at my organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Section 5 - Intention to Quit		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
87	If I have a good opportunity, I would like to find another job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
88	At this moment, I would like to stay with this organisation as long as possible	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
89	Find another job in the same industry will be difficult	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
90	Despite the obligations I have made to this organisation, I want to quit my job as soon as possible	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
91	I do not enjoy this job and have been searching for other positions	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
92	I often feel like quitting this job these days	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
93	I do not plan to continue to work here until I retire	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
94	If I can be offered the same job in another organisation I will take it with both hands	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
95	My job searching will continue until I get it right	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
96	If I could, I will quit today	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Thank you for participating in this study!

ANNEXURE B - INFORMED CONSENT FORM

13th July 2018

CONSENT LETTER FOR PUBLIC SECTOR EMPLOYEES

MBA Research: “Investigating job characteristics and employee attitudes in a manufacturing concern”.

Dear participant

You are cordially invited to participate in an academic research survey. I am currently undertaking a research project as part of my studies towards a Master’s in Business Administration at North-West University. The research aims to, **investigate job characteristics and employee attitudes in a manufacturing concern.**

Various sessions will be scheduled, with the permission of management, where opportunity will be provided to attend to questions regarding the research project, consent forms must be completed, and questionnaires can be completed. The researcher assisted by research assistants will be present during these sessions. Dates, time and venues for the sessions will be announced communicated with relevant departments and personnel. The researcher will discuss the aim of the study and ethical issues about this study, will be explained during these sessions. This consent form must be completed and signed before answering the questionnaire. Completed questionnaires must be handed to the researcher during this session. This measure serves to ensure that only the research team handles the data collected.

Your completion of this survey will provide us with the necessary data needed to accomplish the study aim. Participation in this study is voluntary and the information you provide will be used strictly for academic purposes. Your responses will be treated with utmost confidentiality and no answers and comments will be attributed to you in any way. The summary of the findings from the research will be provided to you upon request at the end of the research project.

If you have any questions about the study, please raise them immediately with the researcher during the sessions for data collections or contact the researcher at strydom@nashuaisp.co.za or study promotor, Prof LTB Jackson at Leon.Jackson@nwu.ac.za.

Your assistance will be highly appreciated.

Yours Sincerely,

Mr JS. Beyer (Researcher)

Faculty of Economic and Management Sciences

School of Business and Governance

North-West University

Please cut the line, keep the top section and return the bottom section with the questionnaire as confirmation of your willingness to participate in this research project.

I agree to participate in the research project explained above. I understand that my participation is voluntary, and my name will not be associated with my responses and give permission that the data obtained from this project could be used by the researcher for the completion of his studies and scientific publications.

Participant’s Signature _____ Date: _____

ANNEXURE C - PERMISSION TO CONDUCT RESEARCH



14 April 2018

Mrs. J. Jenkins
National Human Resource Manager
Sonae Arauco South Africa
Woodmead

RE: **Permission to Conduct Research Study**

Dear Mrs. Jenkins

I am writing to request permission to conduct a research study within Sonae Arauco South Africa. I am currently part of the company's bursary program and am enrolled in the MBA program at the School of Business & Governance at the North West University in Potchefstroom. I am in the process of writing my dissertation as partial fulfilment of my degree. This permission is a prerequisite and forms part of the ethical clearance process at the university. The study is entitled: The role of job characteristics and attitudes in a manufacturing concern.

The aim of this study is to determine the mediating effect of job satisfaction on organisational commitment and intentions to quit and to determine the factors that are affecting job satisfaction. The study will include all 3 locations of the South African operations.

A cross-sectional survey design will be used by means of a sample that will be drawn from a population at one time. This approach is applicable to this study because there are well developed questionnaires available for each of the topics under investigation.

The questionnaire consists out of the following (a copy of the questionnaire is attached for your convenience):

1. An Informed Consent Form that was developed by the researcher that deals with several ethical issues and information about the process that will be communicated to the respondents. The form highlights the rights of the respondents, confidentiality, voluntary participation and estimated completion times.
2. *Section 1*: A biographical questionnaire will be used to gather demographic information like age, gender, tenure and job title. This section also describes the strategy that a respondent must follow to answer the questions in the questionnaire.
3. *Section 2 - Job Characteristics*: Job Characteristics will be measured by the Job Demand and Resources Scale (JD-RS) that was developed by Jackson and www.sonaearauco.com

Rothmann (2005). The JDERS comprises out of 48 questions, some of which will be adjusted and checked for validity to suit the relevance of this study.

4. *Section 3 - Job satisfaction* will be measured using the 20-item short form of the *Minnesota Satisfaction Questionnaire (MSQ)* (Weiss, Dawis, England, & Lofquist, 1967). This is a popular facet measure that is frequently used in job satisfaction research. The advantageous feature of the MSQ short form is that it can be used to measure two distinct components: intrinsic job satisfaction and extrinsic job satisfaction.
5. *Section 4 - Organisational Commitment Questionnaire (TCM)*: To evaluate commitment levels, the TCM Employee Commitment Survey (2004) based on Allen and Meyer's Three-Component Model of commitment will be used to measure the three dimensions of organisational commitment for each respondent.
6. *Section 5 - Intention to quit (ITQ)*: Intention to quit will be measured by means of the modified Tilburg Psychological Contract Questionnaire (TPCQ) ten-item scale designed by Freese and Schalk (1996). This questionnaire evaluates aspects like the desire to leave the organisation and satisfaction with the organisation.

The survey results will be pooled for the research project and individual results of this study will remain confidential and anonymous. Should this study be published, only pooled results will be documented. Upon conclusion of the dissertation, the results and recommendations will be shared with Sonae Arauco South Africa.

Your approval to conduct this study will be greatly appreciated. I will follow up with a telephone call next week and would be happy to answer any questions or concerns that you may have at that time. You may contact me at my email address: strydom.beyer@sonaearauco.com

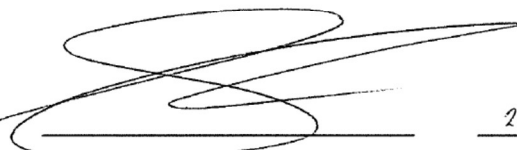
If you agree, kindly email me a signed copy of this document acknowledging your consent and permission for me to conduct this study in the company.

Sincerely,

Strydom Beyer

Approved by:

Suchtje Teubner
Head of Human Resources
Name and Title


Signature

28 May 2018
Date

ANNEXURE D – LETTER FROM LANGUAGE EDITOR



Antoinette Bisschoff
71 Esselen Street,
Potchefstroom
Tel: 018 293 3046
Cell: 082 878 5183
Language@dits.co.za
CC No: 1995/017794/23

Saturday, 17 November 2018

To whom it may concern

Re: Confirmation of language edit, typography and technical precision

The MBA dissertation **Investigating job characteristics and employee attitudes in a manufacturing concern** by **JS Beyer (10977589)** was edited for language, typography and technical precision. The referencing and sources were checked as per NWU referencing guidelines.

Final, last-minute corrections remain the responsibility of the author.



Antoinette Bisschoff

BA Languages (UPE – now NMU); MBA (PU for CHE – now NWU); Translation and Linguistic Studies (NWU)

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)

ANNEXURE E – ETHICAL CLEARANCE CERTIFICATE



Private Bag X6001, Potchefstroom,
South Africa, 2520

Tel: (018) 299-4900
Faks: (018) 299-4910
Web: <http://www.nwu.ac.za>

Research Ethics Regulatory Committee

Tel: +27 18 299 4949
Email: Ethics@nwu.ac.za

ETHICAL APPROVAL LETTER OF STUDY

Based on the approval by the Economic and Management Sciences Research Ethics Committee (EMS-REC) on 02/08/2018, the North-West University Research Ethics Regulatory Committee (NWU-RERC) hereby approves your project as indicated below. This implies that the NWU-RERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title:	Investigating job characteristics and employee attitudes in a manufacturing concern.															
Project Leader/Supervisor:	Prof L Jackson															
Student:	JS Beyer															
Ethics number:	N	W	U	-	0	0	5	4	4	-	1	8	-	A	4	
	Institution				Project Number						Year		Status			
	Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation															
Application Type:																
Commencement date:	2018-08-02				Expiry date:	2019-08-02				Risk:	Low					

Special conditions of the approval (if applicable):

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:

- The project leader (principle investigator) must report in the prescribed format to the EMS-REC:
 - annually (or as otherwise requested) on the progress of the project, and upon completion of the project
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project; and
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the EMS-REC. Would there be deviations from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-RERC via EMS-REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the NWU-RERC and EMS-REC reserves the right to:
 - request access to any information or data at any time during the course or after completion of the project;
 - to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected;
 - it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented;
 - the required annual report and reporting of adverse events was not done timely and accurately; and/ or
 - new institutional rules, national legislation or international conventions deem it necessary.

The EMSREC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the NWU-RERC or EMS-REC for any further enquiries or requests for assistance.

Yours sincerely

Prof Bennie Linde
Chair NWU Economic and Management Sciences Research Ethics Committee