

The effect of career orientation on
organizational commitment and performance:
A case of North West Province

DK Motsaathebe



orcid.org/0004-0002-9112-3545

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Supervisor: Prof MA Molefi

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Student number: 17039843

DECLARATION

I **DAISY MOTSAATHEBE** declare that this thesis submitted in fulfilment of the requirements of the degree Master of Administration in Human Resource Management titled '**THE EFFECT OF CAREER ORIENTATION ON ORGANISATIONAL COMMITMENT AND PERFORMANCE: A CASE OF NORTH WEST PROVINCE**' has not previously been submitted by me for the degree at this or any other institution.

The references as well as the editorial style as prescribed by the *Publication Manual* (6th edition) of the American Psychology Association (APA) were followed in this dissertation. This practice coincides with the policy of the Programme in Industrial Psychology of the North-West University to use APA style in all scientific documents as of January 1999. This thesis is submitted in the format of four research articles.

Signature:

Date: November 2022

DEDICATION

This work is dedicated to my daughter Keitumetse Motsaathebe.

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It is not easy to complete such gigantic work while maintaining a full-time job at the same time. As such, I would like to thank colleagues and friends for their consideration and support during this study. I also wish to express my sincere gratitude to my supervisor Prof. Alex Molefi for his guidance. Above all, I thank God for giving me the strength to complete this massive work. Lastly, I thank all the study participants who took time from their hectic schedules to complete the research instrument. May God Almighty bless you!

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ABSTRACT

Although career orientation is widely acknowledged as an important aspect in the workplace, very little research has been conducted on how this important aspect influences employee commitment and ultimately organisational performance especially in specific contexts such as the population area identified in this study (Coetzee, 2009).

Given the fact that career orientation provides people with relevant information to assist them in making effective career choices, which in turn affect organisational performance and commitment (Liu and Yang, 2011; Kasemsap, 2016; Efeoğlu and Sanal, 2015), this study argues that it is important for organisational managers and those involved in Human Resources to have a nuanced understanding of how career orientation affects organisational commitment and performance.

Without career orientation, most employees often struggle to decide which job is relevant for their skills and capabilities. If such employees, make wrong career choices, their performance and commitment to the organisation are likely to be negatively affected. Therefore, this article-based study examines the effects of career orientation on organisational commitment and performance.

The study uses a stratified random sample (N=214). An Organisational Commitment Questionnaire (OCQ) and Career Orientations Inventory (COI) first developed by Schein and DeLong (1982a; 1982b) will be used as a measure to determine the effects of career orientations on employees of Office of the Premier in the North West Province. The Statistical Package for Social Sciences (SPSS, 2011 version) software which is renowned for analysing complex data will be used to analyse and present the data collected.

The findings of this study will contribute towards the generation of new knowledge to the research literature on the key areas of the study, namely career orientation, organisational commitment, and performance from the point of view of the empirical data that will be gleaned from the population area. It is envisaged that the knowledge generated will provide insights that can assist in capacitating career orientation programmes.

Keywords: Career orientation, organisational commitment, performance

CHAPTER 1: INTRODUCTION

Introduction

This study aims to investigate the effect of career orientation on organisational commitment and performance, with a view to showing how career orientation contributes to heightened employee commitment which in turn enhances organisational performance. This was achieved through a survey and perusal of relevant literature. Career orientation involves sharing of relevant information and experience that is necessary to prepare one for a particular occupation.

Therefore, career orientation is important for several reasons. For instance, Coetzee (2009) finds that it enables one to choose the right career that is suited for their skills, abilities, and aspirations. Furthermore, it prepares the incumbent for the job, the kind of things that they can expect and the challenges that lie ahead (Coetzee, 2009). This study further argues that candidates who had an appropriate career orientation are thoroughly prepared for the job and that their general performance is more likely to enhance organisational performance.

According to Joo and Park (2010), such candidates have a much better commitment to the organisation compared to a candidate who had not been exposed to career orientation. Mhlanga, Steyn and Spencer (2017) highlight that, the importance of organisational performance cannot be over-emphasized. Each organisation or business aspires for a good performance. Those companies that are not performing well face several challenges as has been the case with companies such as the South African Airways, which is constantly underperforming and has been regularly bailed out financially by the government (Mhlanga, Steyn & Spencer, 2017).

It is for this reason that Ebimobowei, Felix and Wisdom (2012) note that organisational performance has become a subject of substantial interest in the human resource field. According to Joo and Park (2010), organisational commitment refers to an individual's feelings about the organisation. Clearly, employee behaviour has become more important to understand because it is identified as more stable and less subject to daily fluctuations than job satisfaction.

According to Irefin and Mechanic (2014), employee commitment seems to be a crucial factor in achieving organisational success. Irefin and Mechanic (2014) add that individuals with low levels of commitment will do only enough to work by and that they do not put their hearts into

the work and mission of the organisation. In that sense, such individuals seem to be more concerned about personal success than with the success of the organisation. Hence, Irefin and Mechanic (2014) conclude that less committed employees are more likely to look at themselves as outsiders.

Irefin and Mechanic (2014) further state that an attractive job offer elsewhere is very likely to result in their departure. By contrast, highly committed employees of an organisation see themselves as an integral part of the organisation. Anything that threatens the organisation is an imminent danger to them as well. Such employees tend to excel at their jobs. According to Kamau (2012), organisational commitment develops because of a number of factors which are classified into personal characteristics of an employee, organisational characteristics, and situational factors.

Kamau (2012) further suggests that the abovementioned factors have a positive or negative effect on organisational commitment. Personal factors include employee age and tenure in the organisation. Organisational factors include job design and leadership style of the supervisor. It can be argued that all factors mentioned in the preceding statement affect the subsequent commitment of an employee (Mishra, 2017). Therefore, career orientation, organisational commitment and performance stand out as key areas that will be explored in detail in this study.

1.1. Definition of concepts

1.1.1. Career orientation

Liu and Yang (2011) define career orientation as an educational concept that provides people with informative information based on their past experiences and assists users in making effective career choices. According to Career and Technology Education Department (2020), the word “career” refers to position, and duty, while “orientation” refers to vocation on, business. This source suggests that both career and vocation enable people to adapt to living and working in an ever-changing economy, society and environment.

1.1.2. Organisational performance

Kasemsap (2016) defines organisational performance as an analysis of a company's

performance as compared to goals and objectives. Kasemsap (2016) further indicates that within corporate organisations, there are three primary outcomes analysed, namely financial performance, market performance and shareholder value performance. According to Ratna, Khanna, Jogishwar, Khattar and Agarwal(2014), the term ‘organisational performance’ implies the actual output or results of an organisation as measured against its intended objectives, and it helps in the survival of the employees.

1.1.3. Organisational commitment

Organisational commitment refers to the relative strength of an individual’s identification with and involvement in a particular organisation (Ezirim, Nwibere & Emecheta, 2012), the extent to which employees are willing to work on its behalf and the likelihood that they will maintain membership of the organisation (Dey, 2012). Furthermore, other researchers such as Reade and Lee (2012) and Kuo (2013) found organisational commitment to be typically associated with characteristics, jobs, and behaviours of staff, as well as the socio-cultural environment of an organisation. Meyer, Stanley and Parfyonova (2012) add to the above definitions by explaining organisational commitment as a psychological state or mindset that binds an employee to the organisation. Besides, organisational commitment could be viewed as a strong emotional component that includes general interests, principles, values, and goals (Tsai & Cheng, 2011).

1.2. Background

1.2.1. Career orientation

Career orientation is a definitive process in an individual’s life, comprising various activities aiming at the facilitated dissemination of information on educational and employment options (Koleva & Ezekieva, 2017). It is believed that choosing a career can be a very difficult decision for students and young adults, whose career choices must be considered as early as high school or university period (Liu & Yang, 2011).

Importantly, Liu and Yang (2011) observe that the career orientation process focuses on helping individuals to choose their favourite career through the professional direction of the types, selection, and decisions. In addition, Liu and Yang (2011) mention the career orientation method is not only helpful for the students to choose a field wisely and orient to the needs of

the labour market but also brings great economic benefits, achieving various social benefits as well as promoting the all-around development of society.

Koleva and Ezekieva (2017) further indicate that for youngsters to fully realise their potential and be able to make informed and reasonable career choices and career orientation, they should commence at an early stage of their personal development. This is supported by Tschopp, Grote and Gerber (2014) who find that career orientations represent general attitudes toward possible career paths based on preferences regarding, for instance: self-determination, advancement, mobility, security, and organisational support. Based on these attitudes, people can be assumed to assess and react to situations in different ways, suggesting a moderating influence.

Gerber, Grote, Geiser, and Raeder (2012) provide one of the rare studies that have empirically determined career orientations as a moderating factor. Their findings show that, depending on their career orientation, people react differently to psychological contract breaches. For instance, for independent individuals, it was only breached in support of career and skill development promises that were related to lower job satisfaction. This is an indication of how important career and skill development are for these employees to remain content in their jobs. Tams and Arthur (2010) are of the view that one can also assume that different career orientations will influence people's reactions to being dissatisfied with their current work situation.

It is therefore possible that career orientation may even influence various career moves such as a change of employer or a change of career altogether. Furthermore, Tams and Arthur (2010) suggest that it is the degree of independence sought and experienced in one's career that will affect the salience of any employment situation. These assertions highlight the importance of career orientation, which the present study seeks to assert by looking at the effect of career orientation on organisational commitment and performance.

Abessolo, Rossier and Hirschi (2017) state that Career orientations have been posited as alternative models to the traditional career model which emphasises long-term employment in one or two organisations, firm-specific skills and training programmes, and career advancement and success as measured by pay, promotion, and status. Abessolo et al (2017) add that the effected changes in the global economy and organisational structures have resulted in increased uncertainty in careers, job insecurity and part-time and self-employment. Coetzee and De

Villiers (2010) highlight that the construct of career orientation as a central part of the concept of career anchors, which refers to a pattern of self-perceived talent and abilities, basic values and the involved sense of motives and needs (as they pertain to the career) that influence a person's career related decisions.

1.2.2. Organisational commitment

Organisational commitment is one of the most important organisational concepts that have been widely examined in managerial literature due to its significance for organisational performance and effectiveness, and it is generally confined to the degree to which an employee is loyal to their organisation (Gangai & Agrawal 2014). According to Delegach, Kark, Katz-Navon and Van Dijk (2017), the concept of organisational commitment has captured increasing attention over the last three decades.

Researchers have been investigating the relationship between employees and their employing organisation for decades (Stinglhamber, Marique, Caesens, Desmette, Hansez & Hanin, 2015) since they are aware of the importance of employees, who are the driving force of every organisation (Jordan, Miglič & Marič, 2016). The organisational commitment of employees is one of the most important organisational behavioural issues faced by most organisation, because employees are not as committed as they were before (Lo, Ramayah & De Run, 2010).

However, Yücel (2012) finds that organisational commitment is regularly conceptualised as an affective attachment to an organisation. Such an attachment is based on the extent to which an individual employee can share the organisation's values, their desire to remain in the organisation, and their willingness to exert effort on behalf of the organisation.

Baştuğ, Pala, Kumartaşlı, Günel and Mehdi Duyan (2016) view organisational commitment as a bond or link between the individual and the organisation. Sharma and Sinha (2015) specify that Organisational commitment involves a wide range of feelings, attitudes, values, and practices. It is also reflected in the degree of attachment and dedication of an employee's organisation. Ismail (2012) takes this view further by characterising an organisational commitment as an employee's willingness to contribute to the organisational goals.

Based on the above definition, Sharma and Sinha (2015) summarise that organisational commitment has gained prominence in management discourse since it plays a vital role in the goal achievement, innovation, and stability of an organisation.

Other researchers have established organisational commitment as a stable indicator of an employee's intention to stay in the organisation (Sharma & Sinha, 2015). Moreover, Joo and Park (2010) support the point of organisational commitment as a stable indicator, and stipulate three characteristics of organisational commitment, which are as follows:

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

Dhar (2014) specifies that very few studies have examined the impact of training on employee commitment levels and subsequently their performance-related outcomes. Besides, Dhar (2014) adds that organisational commitment is considered one of the most important concepts in organisational behaviour and Human Resource Management.

Studies conducted in the past ten years have conceptualised organisational commitment as affective organisational commitment, organisational commitment, or affective commitment (Ariani, 2012; Sani, 2013). These studies posit that the affective commitment referred to above is largely based on an employee's willingness to accept the organisation's values and strategies and their strong desire to work for the betterment of the organisation.

Gangai and Agrawal (2014) emphasise that employees with a high level of commitment remain members of the organisation because they need to, and that this commitment to remain with the organisation has implications for the continuing participation of the individual in the organisation (Nagar, 2012). Therefore, it can be concluded that affective commitment occurs when an employee wants to stay with an organisation, while continuance commitment occurs when the employee has a desire to stay, which is different to normative commitment, which occurs when the employee feels like staying in the organisation (Suma & Lasha, 2013). Accordingly, committed workers are more likely to be present at work all the time and are also

less likely to quit their jobs compared with less committed employees (Joo & Park, 2010).

To succeed, organisations need to gain the commitment of their members, hence organisational commitment has some critical implications for both individual and organisational outcomes which is a central issue for organisations (Kave, 2013). Past studies established that organisational commitment is negatively related to employees' intention to leave and that employees with higher levels of organisational commitment tend to work towards the benefit of the organisation. (Lee et al., 2012; Peachey et al., 2014).

Lumley, Coetzee, Tladinyane and Ferreira (2011) state that organisational commitment has attracted considerable interest as attempts have been made to better understand the intensity and stability of an employee's dedication and devotion to the organisation. Baruah and Subedi (2012) emphasise that commitment of employees can be an important instrument for the improvement of organisational performance.

Baruah and Subedi (2012) further mention that a study carried out by Chen, Silverthorne and Hung (2006) indicates a positive relationship between organisational communication, organisational commitment, and job performance. Khan, Ziauddin, Jam, and Ramay (2010) investigated the impact of organisational commitment on employee job performance in private and public sector employees in Pakistan, the results revealed a positive relationship between organisational commitment and employees' job performance. Furthermore, the above study explores the employees' job performance with four demographic variables, resulting in male employees being high performers vis-à-vis their female counterparts (Khan et al., 2010).

Kaplan, Ogut, Kaplan and Aksay (2012) conclude that the formation of organisational commitment is based on some individual and organisational antecedents. Obtaining sustainable competitive advantage is based on the effective use of human capital where competitors imitate physical components easily. Consequently, providing organisational commitment has a crucial role since the output of services basically depends on human performance.

1.2.3. Organisational performance

Sethibe and Steyn (2016) emphasise that organisational performance is an important indicator of organisational success (Stegerean & Gavrea 2010). Apart from organisational performance, organisational success also relates to employee skills levels, personnel development, quality of strategic planning and the ability to understand and adapt to the nature and dynamics of the business environment (Carvalho, Ribeiro, Cirani & Cintra, 2016). However, organisational performance is arguably the most important indicator of organisational success and one of the most important variables in management research (Stegerean & Gavrea, 2010).

Zakaria et al., (2017) agree with, Ebimobowei et al., (2012) that organisational performance has become a subject of substantial interest in the human resource field. They report that previous studies have shown that effective employee development practices would contribute to improved organisational performance. Zakaria et al., (2017) further indicate that researchers in the past have examined factors that influenced organisational performance in the public sector.

Organisational performance is dependent on the skill, knowledge, and experience of the employees to achieve efficiency, effectiveness, innovation, the satisfaction of the employees and customers, quality of products or services and ability to maintain a unique human pool (Absar, Nimalathan & Jilani, 2010). Most researchers have suggested that judgmental measures of performance which include customer satisfaction, employee satisfaction, and service quality, are essential fundamentals for profitability and objective measures of performance (Zakaria et al., (2017).

Research indicates that organisational performance is influenced by innovation (Sethibe & Steyn, 2016; Durán-Vázquez, Lorenzo-Valdés & Moreno-Quezada, 2012; Likar, Kopa & Fatur, 2014; Nybakk & Jenssen, 2012; Oke, Walumbwa & Myers 2012; Yen, 2013). Researching these constructs is important to organisations as managers should be aware of the impact of different variables on organisational performance in order to in an effective manner (Bigliardi, 2013; Ndrejoni & Elmazi, 2012; Yen, 2013), for example, they state that the facilitation of innovation is an important management function that can be directly linked to organisational performance.

According to Ratna et al., (2014), organisational performance comprises the actual output or

results of an organisation as measured against its intended objectives. It helps in the survival of the employees. Thus, the organisational performance seeks to understand and improve performance, each adopting specific discipline measures such as customer satisfaction, productivity, and employee satisfaction.

Mahapatro (2010) stipulates that organisational performance is used to measure the effectiveness and efficiency of the organisation. It understands the time series properties relating to the organisation. The organisational performance involves the recurring activities to establish organisational goals, monitor progress toward the goals, and adjust to achieve those goals more effectively and efficiently (Njagi & Kombo, 2014). This source suggest that effective non-profits are mission-driven, adaptable, customer-focused, entrepreneurial, outcome-oriented and sustainable.

However, Jyoti and Rani (2017) indicate that there are different dimensions of knowledge management, such as knowledge acquisition, knowledge sharing and knowledge approach, which act as a mediating variable between high performance work and organisational performance. Hence, Tan and Nasuridin (2011) argue that when organisations implement a higher level of training, and fast flow of information and knowledge, it increases organisational learning and generation of new ideas which help to improve the performance of the organisations.

Ratna et al., (2014) add that organisational performance is used to measure the effectiveness and efficiency of the organisation. It also involves recurring activities to establish organisational goals, monitor progress toward the goals, and adjust the organisation to achieve those goals more effectively and efficiently.

2. Problem statement

The current study investigates how career orientation enhances employee commitment and ultimately organisational performance. The study seeks to identify factors which can potentially contribute to improving the level of organisational commitment of employees and overall job performance which enhances organisational productivity. Career orientation has been highlighted as an important factor which helps the employees to choose their future career careers based on their strengths.

According to Lumley (2010) organisational commitment is often a huge problem for many organisations. Therefore, the current study postulates that quality career orientation is more likely to contribute to organisational commitment which in turn will contribute to organisational productivity or efficiency. According to Lumley (2010), the concept of organisational commitment has attracted considerable interest to understand and clarify the intensity and stability of an employee's dedication to the organisation.

Joo and Park (2010) are of the view that committed workers are less likely to be absent from work or quit their jobs and that they are more productive compared with their less committed ones. This study, therefore, seeks to explore the effect of career orientation on organisational commitment and performance with a view to helping organisations maintain high levels of productivity by identifying those factors, including quality career orientation, which help employees to excel in their job.

3. Aim

This study investigates the effects of career orientation on organisational commitment and performance with a specific focus on the North West Province of South Africa.

3.1. Objectives

The objectives of this study are as follows:

- To investigate the effect of career orientation on organisational commitment
- To examine the factors which can potentially contribute to improving the level of organisational commitment of employees.
- To identify factors that lead to organisational performance.
- To ascertain the extent to which career orientation impacts organisational performance.
- To identify the characteristics of a good career orientation programme.
- To make recommendations on how career orientation programmes can be enhanced.

4. Significance of the study

So far, scant research has been conducted to examine the effect of career orientation on organisational commitment and performance, hence, the importance of this study whose objective is to attempt to close this gap. This study has ascertained the extent to which career orientation plays a role in organisational commitment and performance and has proposed some of the ways the gaps identified by the study could be addressed.

5. Research questions

The main research question that this study seeks to address pivots on whether career orientation affects organisational commitment and performance and to what extent this is the case.

The sub-questions of the study are as follows:

- What is the importance of career orientation?
- To what extent does career orientation influence organisational commitment and performance?
- What are the key factors that can potentially contribute to improve the level of organisational commitment of employees?
- To what extent can career orientation impact organisational performance?
- What are the characteristics of a good career orientation programme?
- How can career orientation programmes be improved to address the demands of those who are being oriented and those of the employers?

6. Methodology

6.1. Literature review

According to Arlene (2014), literature reviews are designed to provide an overview of sources that have been explored while researching a particular topic and to demonstrate to the readers

how research fits within a larger field of study. Therefore, the literature review for this study was gleaned from various sources and the most recent research including journal articles and books. The picture that emerged from the literature review so far points to the importance of career orientation.

The literature resonated very well with the assertions made in this study regarding the effect of career orientation on organisational commitment and performance. Importantly, the literature also showed that no study pertaining to the topic has been done in the North West. It is clear from the review of the existing literature that this current study would make a meaningful contribution to the literature since the study focused on an area that has not been previously explored.

6.2. Research design

According to De Vaus (2016), the research design refers to the overall strategy that the researcher chooses to integrate the different components of the study in a coherent and logical way to effectively address the research problem. In terms of design, the current study adopted a case-based design to explore the concepts of career orientation, organisational commitment, and performance.

By adopting an article-based design, it means that each chapter has been organized as a standalone chapter exploring a particular aspect of the study and drawing conclusions while maintaining coherence with other chapters of the study. This format makes it easier for the findings to be disseminated through publications and conference presentations even while the study is still ongoing since each chapter will be organised as a stand-alone article.

6.3. Participants

The target population of this study included employees of the North West provincial government. Hammond and Wellington (2013) define population as the entire group from which the sample is selected. Besides, Springer (2010) explains population as the entire group of people on whom investigation is intended to offer insight supports the above-stated definition. Springer

(2010) further describes a sample as the selected few people who will actively participate as participants in the study. As such, the sample for the current study entailed entry-level employees across all levels of the organisation, right from the entry level to managerial level. Sampling is an important part of research since the results of the analysis come from the target population (Springer, 2010).

6.4. Measuring instruments

According to Kimberlin and Winterstein (2010), measurement is the assigning of numbers to observation to quantify a phenomenon. Measuring instruments, therefore, refers to those devices used to quantify phenomena in a research context. The measuring instruments used in this study were Career Orientations Inventory (COI) and the Organisational Commitment Questionnaire (OCQ). In terms of suitability, these two instruments are well-suited for this type of study due to their reliability and validity as they have been used previously in similar research (Leong, Rosenberg & Chong, 2013).

6.4.1. Career Orientations Inventory (COI)

Schein's Career Orientations Inventory (COI) has been widely used to assess and advise individuals who are making initial career choices (Leong, Rosenberg & Chong, 2013). The COI is a self-report measure that contains 40 items. It has evidenced good psychometric validity and reliability in other South African multicultural samples (Coetzee & De Villiers 2010). A 4-point Likert scale was used for the responses as it was more suited to the electronic distribution of usability inventories (Finstad, 2010).

This survey is considered a relevant instrument for gathering data regarding the issues that the present studies raise. The advantage of using COI is that it is an instrument that has been used previously in reputed studies relevant to the topic therefore its validity and reliability as a research instrument have already been affirmed. The question around the validity and reliability of the research instrument is very important in any study, therefore by using this instrument with slight modification, of course, the researcher is assured that the instrument will measure what the study purported from the onset.

6.4.2. Organisational Commitment Questionnaire (OCQ)

One of the instruments that have been widely used to measure organisational commitment in recent years is the Organisational Commitment Questionnaire (Gutierrez, Candel and Carver, 2012). Organisational Commitment Questionnaire is thus very important since organisational commitment is one of the key areas that the current study investigates. According to Gutierrez, Candel and Carver (2012), this instrument views organisational commitment from three perspectives: affective, continuance and normative commitment. As is the case with the COI, the reliability and validity of OCQ as a research instrument has also been proven to be efficient (Kimberlin & Winterstein, 2010).

6.4.3. Performance measurement

According to Moulin (2016), the Perceived Organisational Performance Scale (POPs) is used to measure the perceptions of employees regarding their organisation's overall performance. Thus, this scale was used to measure the perception of employees regarding their organisation's performance. To quantify the data yielded through the research instrument, a 5-point Likert scale that ranges from 5 (strongly agree) to 1 (strongly disagree) will be used for the sake of consistency. The scale items will be improvised for better understanding. Furthermore, reliability analysis was utilised to test the reliability of the used instrument (Berberoglu & Secim, 2015).

6.5. Statistical Analysis

The Statistical Package for Social Sciences (SPSS), 2011 was used to analyse the massive data collected. SPSS is originally developed as a programming language for conducting statistical analysis, it has grown into a complex and powerful application which now uses both a graphical and a syntactical interface and provides dozens of functions for managing, analysing, and presenting data (Statistical Package for Social Science, 2011). Thus, SPSS as one of the most popular statistical packages which have been used successfully to analyse complex data is well suited for this study. It can break down these data and present them in an easier and more communicable way in the form of charts, tables, and plot distributions, among others.

6.6. Data collection

Dudovskiy (2018) defines data collection as a process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes. The data for this study was collected through questionnaires organised by the researcher to designated participants within the organisation. Therefore, this study used questionnaires as a method of data collection. In terms of procedure, the researcher first obtained ethical clearance from the North West University before obtaining permission from the organization under study by sending a letter via e-mail to obtain permission to collect information within the organisation. After permission was granted, the questionnaires were self-administered with the help of the HR office situated within the Office of the Premier at the Garona building.

7. Ethical considerations

Since this study involves human subjects, the researcher applied for ethical approval through the research office of the University to get the necessary ethical clearance certificate. The confidentiality of the participants was assured as part of the procedures and techniques that require researchers to guarantee participants' confidentiality, comfort, and sensitivity (Cohen, Manion & Morrison, 2011). The research instrument that was used to collect the data from participants strictly adhered to the ethical obligation by including a cover letter clarifying the purpose of the study; issues of confidentiality and anonymity, and further indicating that participation is voluntary, among others (Cohen, Manion & Morrison, 2011). As such, there was no complication regarding ethical clearance.

8. Scope of the study

According to Dudovskiy (2018), the scope of research implies all the key areas covered in the study. The current study is premised around three key areas, namely career orientation, organisational commitment, and performance with a specific focus on the North West Province, with a view to showing how efficient career orientation contribute in sharpening employee commitment which in turn enhances organisational performance.

9. Limitations of the study

This research was conducted in the North West Province with a single organisation. Because a study was conducted from a relatively small organisation this could be viewed as a limitation as it may affect the broad generalisability of the findings. In that sense, there will be a need to replicate this kind of study focusing on a much bigger sample, preferably from much bigger organisations operating within a big metropolis as opposed to a smaller city as in the case of this study. Nonetheless, the sample used was large enough to allow for the generalisability of findings. Again, in terms of its scope, the study was limited mainly to three key variables, namely career orientation, organisational commitment, and performance. To obviate this limitation, reference has been made to other variables that overlap with these three key areas.

10. Division of chapters

Chapter 1: Introduction

Chapter 2: Article 1 (Career Orientation)

Chapter 3: Article 2 (Organisational Commitment)

Chapter 4: Article 3 (Organisational Performance)

Chapter 5: Article 4 (Effect of Career Orientation on OC and OP)

Chapter 6: Conclusion, Limitations and Recommendations.

11. Contribution of the study

The concept of contribution has many different meanings. However, for most researchers, the idea of contributing to the existing body of knowledge is a priority in their professional and personal lives. The concept plays a major role in academia and beyond, whether at an individual, social, or disciplinary level (Gendron, 2013). This study is envisioned to contribute to the literature on the key areas of the study, namely career orientation, organisational commitment, and performance, especially in the North West Province where this study was conducted. The knowledge generated would also be beneficial for practice, as it provides knowledge that can benefit organisations and those practitioners involved in career orientation programmes.

12. Conclusion

The purpose of this research is to investigate the effects of career orientation on organisational commitment and performance in a government department in the North West Province. This chapter has provided a brief overview of the study together with pertinent literature review that is relevant for the proposed study. The theoretical framework has also been dealt with in this chapter and the theoretical contribution of this study lies in its integrative approach encompassing both personal and organisational factors. The chapter has also outlined and addressed the methodology to be employed highlighting the population of the study, sampling, and data collection procedures. The chapter further dealt with the scope of the study, as well as possible limitations before indicating how the researcher ensured that the research was conducted ethically. This chapter also indicated how the main study has been organised by providing a clear chapter outline. Ultimately, the chapter clarified the contribution that the study has made to the body of knowledge within the scope that the study set for itself.

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CHAPTER 2: ARTICLE 1

CAREER ORIENTATION

D.K. MOTSAATHEBE

PROF. M.A. MOLEFI

ABSTRACT

Orientation: Management has the responsibility of putting in place different strategies that seek to motivate the employees to enhance their competences, for better production and growth as well as achievement of the organisational goals. Motivated workforces tend to appreciate their job and execute it well. An organisation also needs to regularly update its employees' technological competence since technology advances innovation which subsequently increases opportunity for growth and flexibility.

Research Purpose: The objective of this study was to explore the employees' perceptions of career orientation and propose remedial interventions to address gaps identified within a Provincial Department in the North West Province.

Research approach, design, and method: A descriptive approach was used with a stratified random sample of (N = 214). The Raosoft sample calculator was used to determine the appropriate sample (Raosoft, 2004) and sample size of n = 300 was drawn from the population, calculated at 95% confidence level. Only 214 questionnaires were returned. The reliability of the measure was confirmed using the Cronbach's Alpha coefficient/T-test. An exploratory factor analysis was also used to determine the underlying factor structure of the variables. Descriptive statistics such as mean and standard deviation were employed to analyse data.

Main findings: Based on the response of the respondents, the findings showed that the majority of the employees were Setswana speaking people. This finding was not surprising because the North West Province is predominantly a Setswana-speaking province in which the Batswana are in the majority. The majority of respondents (39%) indicated that they obtained a bachelor's degree, 32.3% of respondents had a diploma, followed by 16.4% of those who had an honours degree and 10% of those who had a certificate. Only 1.5% of respondents have a master's degree. The study also established that the majority (56.1%) of the respondents were promoted between 1 to 3 years, followed by 30.7% of those who had not been promoted since joining the organisation. This study revealed that there is a gap/need for Technical/functional,

Autonomy/independence, Security/stability, Service/dedication to a cause, Pure challenge, and Lifestyle competences. Participants only have General managerial competence and Entrepreneurial creativity competence. A well-functioning organisation needs all competences for better growth and production.

Practical implications: That a large number of employees (30.7%) did not get promoted since joining the organisation in spite of the number of years they worked for the company was an exciting find. Promotion provides intrinsic motivation for performance, career aspiration and fulfilment. Therefore, the implication for management is that promotions may need to be managed more effectively if this is intertwined with the organisation's success.

Contribution: The study makes a critical intervention by providing empirical information relating to employees' perceptions on career orientation in a large organisation of significant size and complexity.

Keywords: career orientation, career anchor, lifestyle competences, managerial competencies, functional competence, career orientation inventory

Introduction

The purpose of this study is to explore the employees' perceptions of career orientation and propose remedial interventions to address gaps identified within a provincial department in the North West Province. Career orientation generally refers to guidance aimed at providing understanding for the occupation or career that one chooses. A career is an intriguing and complex phenomenon that affects various aspects of an individual's life. As such, a career is significant for an individual's personal, professional, and economic growth. Tams, Kennedy, Arthur, and Chan (2021) believe that careers are subject to economic, societal, cultural, and infrastructural factors. Although a career is essentially viewed as a "time-extended working out of a purposeful life pattern through work undertaken by the individual", it is also considered broadly as incorporating almost all life activities across an individual's lifespan and no longer occupational in the manner (Sheveleva & Pankratova, 2019).

Hence, career orientation is very significant as the career becomes an important part of an individual's general disposition. For instance, several researchers indicate that a person's career can also build a significant part of their personality, i.e., "what you do determines who you are" (Briscoe et al., 2021). Furthermore, careers are also shaped by the broad social, family and employment context, which provides individuals with scripts of expected actions and guidelines to follow (Milanović, 2019).

As Lysova et al. (2019), a career includes both the needs of the organisation and the employee. Although the organisation's needs are consistent, each employee has a particular orientation toward work and approaches their work with specific priorities and values. These orientations are known as career anchors (Milanović, 2019). This chapter thus discusses the orientations or career anchors to offer incisive insights in understanding diversity in career preferences and contemporary career patterns.

Career anchors are stable personality traits that influence career decisions. As people move away from the central tendencies of their career anchor, they feel dissatisfaction and respond to the "pull" of their career anchor by making career decisions aligned with their talents, needs, and values (Lysova et al., 2019). For example, the literature on the concept of a 'calling', a

notion that broadly overlaps with Schein's service anchor, suggests that many professionals may enter their careers drawn by some perceived force to pursue a meaningful career path.

Askari, Azizi, and Rahmatjoo (2020) state that a career anchor reflects individuals' career-related self-concepts, which constitute a combination of self-perceived values, abilities, interests, motives, and needs relating to professional work choices. According to Engelbrecht (2019), Schein developed eight career anchors, technical/functional competence, general managerial competence, autonomy/independence, security/stability, entrepreneurial creativity, service/ dedication to a cause, pure challenge, and lifestyle.

Significance of the study

The significance of this study lies in the fact that it evaluates employees' perception of career orientation which is very important for a successful career. Because a career is a very important aspect of an individual's personality and stature as highlighted in the preceding section, this study is therefore significant as it evaluates employees' perception of career orientation with a view to proposing remedial interventions where necessary.

Definition of concepts

Career

Savickas (2019), describes a career as a sequence of work-related jobs or positions that individual experiences in their lifetime. A career represents a meaningful reciprocal relationship between the individual and the organisation (Rodrigues, Butler & Guest, 2019). Understanding a career as the evolution of work experiences over the life course implies that all individuals who are engaged in work-related activities have a job. Consequently, this stance refutes the overly restrictive constraints that have historically equated a career with a high level of work commitment, professional status, rapid upward mobility, or stability in an occupation (Oliveira-Silva, Porto & Arnold, 2019).

Orientation

Orientation means actions taken to ensure that the new employees are familiarised with the working environment, its demands, and expectations, and prepare newly appointed employees to be confident and render quality services (Naicker, 2021). Additionally, Csillag et. al. (2019) show that Orientation is a definitive process in an individual's life, comprising various activities to facilitate information dissemination on educational and employment options. Drawing from the above definitions of orientation, Afanasyev et. al. (2019) suggests that the orientation process should start in schools to make individuals aware of their future career path.

Career anchor

A "Career Anchor" is used in this chapter to refer to "a combination of perceived areas of competence, motives, and values relating to professional work choices (Denman, 2019). Career anchors have received widespread attention from scholars, who have used career anchors to characterize career aspirations or career intentions and have conducted several theoretical and empirical studies based on career anchors (Abessolo & Rossier, 2021; Lambert, Herbert & Rothwell, 2020).

Heine (2020) regards career anchors as distinct patterns of self-perceived talents, attitudes, motives and values, which guide and stabilise a person's career after several years of real-world experience and feedback. Arnold, Coombs and Gubler (2019) describe career anchors as patterns of self-perceived talents and abilities, basic values, motives and needs that pertain to careers, thus influencing individuals' career-related decisions. Arnold et al., (2019) further assert that career anchors guide employees' career decisions and preferences for work and work environments.

A career anchor acts as an engine room for an individual's career. Frequently, due to life circumstances, derailment could inform taking a job that is not congruent with the employee's interests and needs. In such cases, the career anchor will pull the worker back to a more suitable job (Li, Chu, Qi, & Wan., 2021).

Literature review

Autonomy/independence

According to Suryadi et. al. (2020), autonomy/independence includes a person's need to be free from organisational constraints to pursue skilled capability. Thus, Milanović (2019) contends that autonomy anchors are a characteristic of individuals who emphasise the importance of keeping freedom and declaring control over their jobs. These individuals have a primary need to work under their own rules, avoiding standards since they prefer to work alone (Lin et. al. 2020).

Researchers specify that these personalities include a person's need for freedom from organisational constraints to pursue professional competence (Sferrazzo & Ruffini, 2021). Autonomy and independence enable individuals to work independently and explain one's own work in one's own way (Tønnessen, Scott & Nortvedt, 2020). This implies that autonomy and independence afford individuals an opportunity to set their own schedule and pace of work (Arnold, Coombs, & Gubler, 2019).

Autonomy/independence comprises an individual's need to be permitted despite organisational restrictions to pursue an expert capability (Martin-Rojas, Garcia-Morales & Gonzalez-Alvarez, 2019). This suggests that such workers are more interested in pursuing work circumstances, which are maximally free of organisational constraints; they desire to set their own plan and pace of work and are willing to trade off chances for elevation to have extra autonomy. Similarly, Widodo, Meiliani, & Muchiri, (2020) specify that the autonomy career anchor attaches to career-focused individuals who allow them to do work in their own ways. These individuals desire to set their own plan and pace of work and are willing to trade off chances for elevation to have extra autonomy (Martin-Rojas et al., 2019). Researchers indicate that these individuals are largely motivated to pursue work conditions maximally free of organisational constraints (Davis et. al. 2020).

Security and stability

The term security/stability details the need for job security (associated with benefits packages and long-term employment) in an organisation and stability in a geographical area (Santos and Coelho, 2020). Ramgoolam (2020) specifies that these individuals' concerns are to feel safe and secure, and their desire includes job tenure and security, retirement plan and benefits, rewarding steady and predictable performance.

Pett et. al. (2020) show that an individual's main objectives include having employment security, consistent financial rewards, and good pension and retirement plans. Hence, they prefer jobs that guarantee stable long-term employment (Zhang, Long, Ma, Tu, Liao, Chen, and Xu, 2019). This suggests that individuals are primarily motivated by job security and long-term attachment to one organisation.

Lazarus, Ogunbote, and Funom (2021) perceive having a strong sense of career purpose or viewing one's career as a calling to serve (and not merely as a job or career) is a strong positive driver of people's perception of work being a valuable activity. Lazarus et al., (2021) further declare that this makes workers attain congruence between their career anchor and their work context, giving them inner fulfilment and so, generally satisfied with their lives; thus, their job security is highly stable.

In the same vein, Widodo, Meiliani and Muchiri (2020) specify that individuals with this anchor want job tenure security. These authors posit that such individuals are looking for careers that provide long-term employment and financial stability in the form of pension and retirement programs. They further stressed that workers with this anchor will do whatever the leaders order in exchange for job tenures despite the job contents and organisational ranks. This anchor is prevalent among government employees.

Technical or Functional Competence

Researchers indicate that technical or functional competence motivates one to develop technical or practical knowledge and expert skill (Meissner & Shmatko, 2019). According to Gagné et al., (2019), these individuals are geared towards career anchor that is technical or functional

based on grabbing every opportunity to further develop their skills in these areas, and they are consistently on the move to upgrade their skills. Thus, as Gagné et al., (2019) adds on, people attached to this anchor develop a sense of identity from applying these skills, and love to face challenges pertaining to these skills with handling people in the areas of technical and functional management. However, it is clear from these above-cited authors that these individuals usually keep away from general management as this will not demonstrate their technical and functional know-how. Gagné et al., (2019) stresses that they are primarily motivated to exercise technical and functional expertise.

Milanović (2019) views technical competence as pertaining to individuals whose career anchor is technical competence and are primarily concerned with exercising, developing, and displaying their technical skills on their jobs, such as engineering or accounting proficiency. Milanović (2019) further shows that this career anchor enables them to derive satisfaction and reinforce their sense of identity. As a result, they perform best in challenging jobs.

Meissner and Shmatko (2019) stipulate that these individuals are most excited by the content of the work itself; prefer improvement only in their technical or functional area of competence; usually disdains and fears general management and politics. According to Hidayah, Tentama, and Yuzarion (2019), technical competence individuals are mainly motivated by the need to exercise technical and functional expertise.

General Managerial Competence

Various researchers describe general managerial competence as attaining a position that requires the application of interpersonal, political, analytical, and financial skills associated with management (Koekemoer, Olckers & Nel, 2020; Arifin et. al., 2020). There are those individuals who are looked upon as possessing a career anchor that is general managerial would

emphasise the output of an organisation and be willing to integrate the functions of various individuals in different units to achieve the desired result. These personalities are motivated mainly by the need to pursue higher managerial levels and special responsibility to determine policymaking (Meissner & Shmatko, 2019). Their career's concern is to rise to organisational levels where an individual is responsible for major policy decisions and such hard work makes the difference between achievement and failure (Milanović, 2019).

General Managerial Competence is interested in applying interpersonal skills to coordinate and integrate the efforts of others toward a larger goal (Leung, Sun, Zhang, & Ding, 2021). They are generally motivated by the opportunity to analyse and solve problems under conditions of incomplete information and uncertainty; like harnessing people together to achieve common goals; stimulated (rather than exhausted) by crises. Their core value is power and influence, including advancement up to the corporate ladder (Ramgoolam, 2020).

Leung et. al. (2021) state that individuals with the general managerial competence career anchor desire to take on leadership roles in their organisations and place much importance on results, then associate themselves with the success of their respective organisations. In addition, Milanović (2019), states that a high level of responsibility; challenging, varied, and integrative work; leadership opportunities, contributing to the success of the organisation also considered as highest priorities to them (Milanović, 2019).

Entrepreneurial Creativity

Saif (2020) confirms that entrepreneurial creativity is the crucial career anchor. Entrepreneurial creativity enjoys developing new products or services, creating new organisations, and taking risks. Hidayah, Tentama, and Yuzarion (2019), further stipulate that those personalities in this career anchor are eager to work in organisations for the sake of gaining new knowledge and skills. However, once they feel that they can be independent, they would like to unleash their potential and work independently as they believe their self-success will be the accurate indicator of their abilities.

Leung et. al (2021), mention that under this entrepreneurship/creativity anchor, individuals are anxious about generating original ideas and products on their jobs. These individuals have an intense yearning to extend their identities over the ideas and products they have developed or designed. However, Hidayah, Tentama, and Yuzarion (2019) underscore that they are easily bored and only enjoy moving from project to project, and they are more concerned with starting new enterprises than managing well-known ones.

The study of the relationship between entrepreneurial creativity and competitive advantage is still rare. Madzar and Ines (2019) investigated the creative management of several companies and their impact on a firm's competitiveness. Their study revealed that organisations implementing the creativity management system have a higher level of profit per employee, as well as a higher level of profitability.

Research results suggest that successful creativity management positively influences the company's competitive advantage. Other empirical studies showed that entrepreneurial creativity had a positive and significant effect on the competitive advantage of established companies (Kathiravan, Bhagavatham, Palanisamy, & Rajasekar, 2019).

Service or dedication to a cause

According to Guidice, Barnes and Kinard (2020), a service or dedication to a cause is the need to align work activities with a person. Milanović (2019) highlights that those people possessing the career anchor of service/dedication to a cause will work towards achieving something that has value to improve their livelihood in the world. As such, they would like to seek opportunities to move into positions that will help them achieve their noble needs.

Stahl et al., (2020) pronounce that their needs include aligning work activities with personal skills and values related, helping society, and improving the world in some fashion. Individuals with this career anchor pursue careers that provide the opportunity to achieve values through their work. For example, they work to serve others, improve public health, and cure diseases by inventing new products (Widodo, Meiliani, & Muchiri 2020). These entities are those in which one would not give up the opportunity to pursue work that one believes is contribute

something of value to the larger society (Hsu et al., 2019). This anchor-person represents attitudes and values related to how individuals identify with their occupations and organisational cultures (Hsu et al., 2019).

Allas and Schaninger (2020) mention that people with an anchor in service to a cause are loyal to making the world better through their jobs. At the same time, Leung et al., (2021) emphasise that those individuals would pursue career options that resonate with their personal values on how to serve the world. Most researchers concur that the individual is primarily motivated to help others and improve the world in some fashion.

Pure challenge

Li, Ngo, and Cheung (2019) indicate that pure challenge is the need to test one's abilities by single-mindedly focusing on winning or competing with extremely tough opponents and solving various challenging problems. Pure challenges are fundamentally inspired to overcome major obstacles, solve almost unsolvable problems, or win against extremely tough opponents (Saif, 2020).

According to Abraham, and Zacharias (2020) people whose career anchor is pure challenge expect to be working in an environment that is challenging and full of turmoil as this will provide them the avenue to demonstrate their self-ability in solving problems. Thus, the career that is most applicable to these individuals would be something that has novelty, variety and difficult.

Saif (2020) further indicates that these persons define their careers in terms of daily battle or competition in which winning is everything; very single-minded and intolerant of those without comparable aspirations. Moreover, Davidson and Cullen, (2020) stipulate that pure challenges refer to individuals who would not give up the opportunity to work on solutions to seemingly challenging problems, to win worthy challengers, or to overcome challenging problems.

Lifestyle

Lifestyle is the need to integrate work, family, and self-concerns into a coherent lifestyle (Milanović (2019). Researchers perceive that balancing work and personal lives are the primary

considerations for individuals with these anchors. A flexible work arrangement would empower them to achieve their careers. Lifestyle anchor may compel individuals to arrange their careers around spouses or families and integrate their work requirements, personal interests, leisure activities, and social lives (Widodo, Meiliani, & Muchiri, 2020).

Leung, Zhang, and Ding (2021) aver that the personalities with a lifestyle integration anchor want to uphold a balance between various domains of their lives, such as family, leisure, and work. They are convinced to take on jobs that permit them to attain this equilibrium, where each domain does not affect or disturb the other domains. These individuals' necessity is to assimilate labour, personal, and self-concerns in a clear lifestyle. Their desire comprises respect for personal and family concerns and openness to renegotiate the psychological contract in line with changing lifestyle needs (Milanović, 2019). Furthermore, these personalities' need is to integrate work, family, and self-concerns into a coherent lifestyle (Zin, 2019).

White, Davidson, and Cullen (2020) view lifestyle as those entities where one would not give up the chance to assimilate and balance personal and family essentials while meeting the requirements of a work career. These individuals are generally inspired to balance a career with Lifestyle; extremely anxious with such issues for example, paternity/maternity leaves, day-care options, etc. and usually look for organisations that have strong pro-family ethics and programs (White, Davidson, and Cullen, 2020).

Research Design

A descriptive research approach was adopted for this study. A descriptive research approach can be described as a theory-based pattern mode, which is fashioned by gathering, analysing, and presenting serene data. This allows a researcher to gain insights into the why and how of research (Thanavathi, 2021). In terms of data collection, a questionnaire was utilised to explore the employees' perceptions of career orientation and propose remedial interventions to address gaps identified within the Office of the Premier in the North West Province.

Participants

The targeted population for this study was from the Office of the Premier which is a provincial government department in North West Province. A sample consisted of three hundred

employees, ranging from subordinates to senior management. As such, three hundred (300) questionnaires were distributed. However, out of three hundred (300) questionnaires, only two hundred and fourteen (214) were correctly completed and returned.

The demographic statistics of the respondents is presented in Figure 1-10 below.

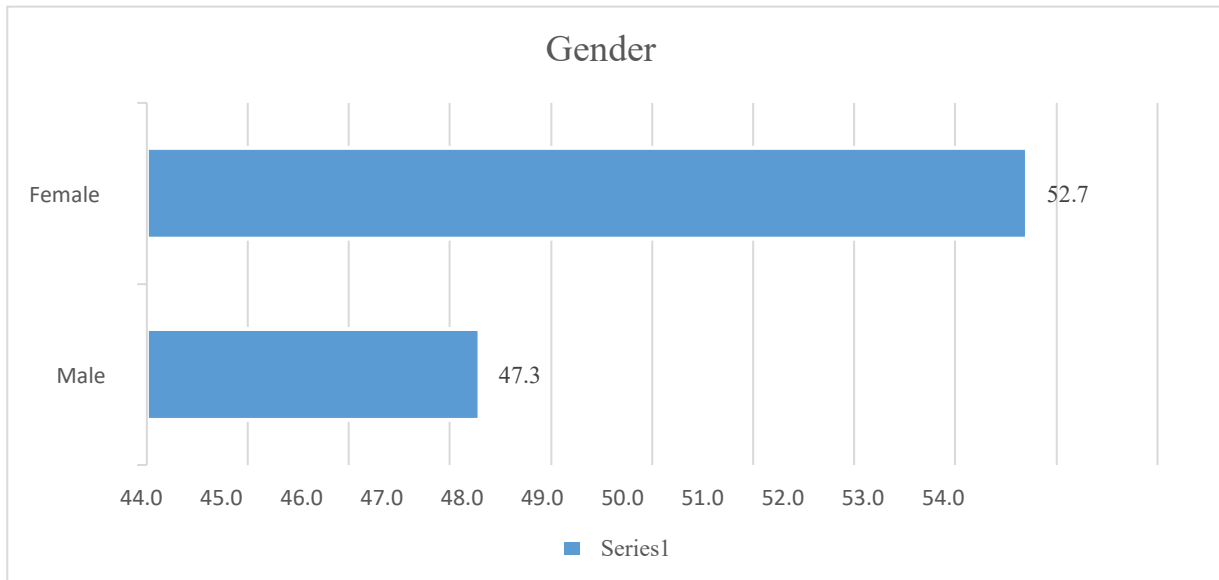


Figure 1: Gender

Figure 1 above shows that the majority of respondents were female at 52.7% and male at only 47.3%.

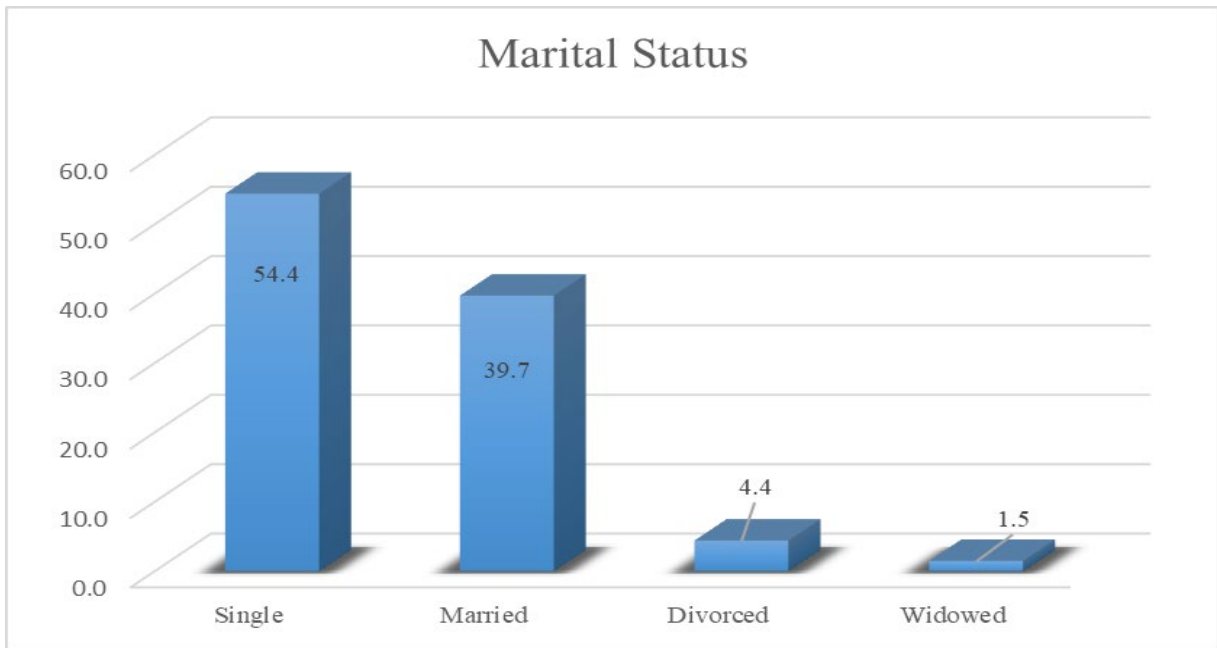


Figure 2: Marital Status

Respondents were asked to indicate their marital status, majority (54.4%) are single, followed by 39.7% of those who are married and only 4.4% indicated that they are divorced. Lastly, only 1.5% of respondents indicated that they are widowed.

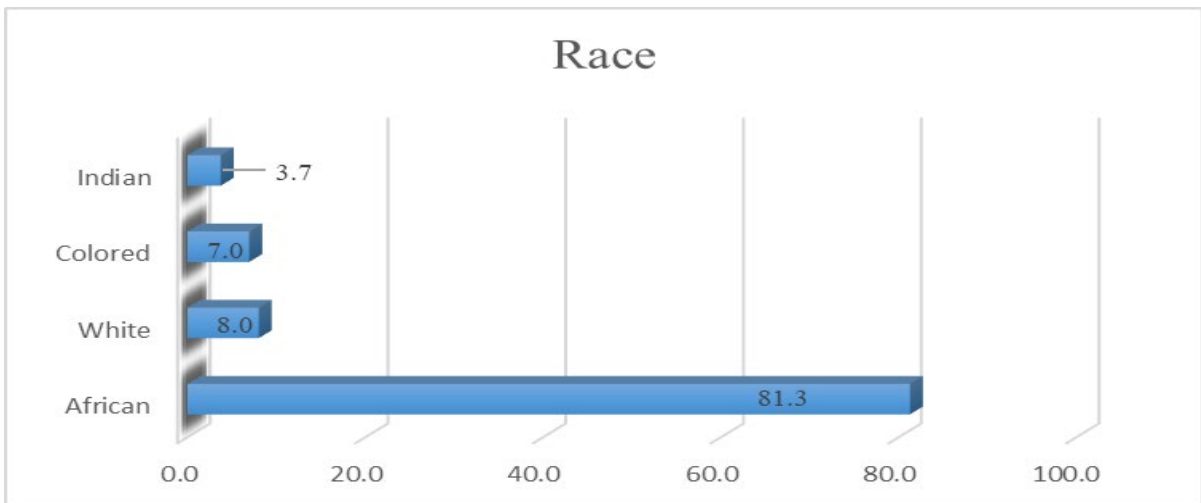


Figure 3: Race

Figure 3 above indicates that the majority (81.3%) of respondents are Africans, followed by 8% of those who indicated to be White. About 7% of respondents are coloured and only 3.7%

indicated to be Indian.

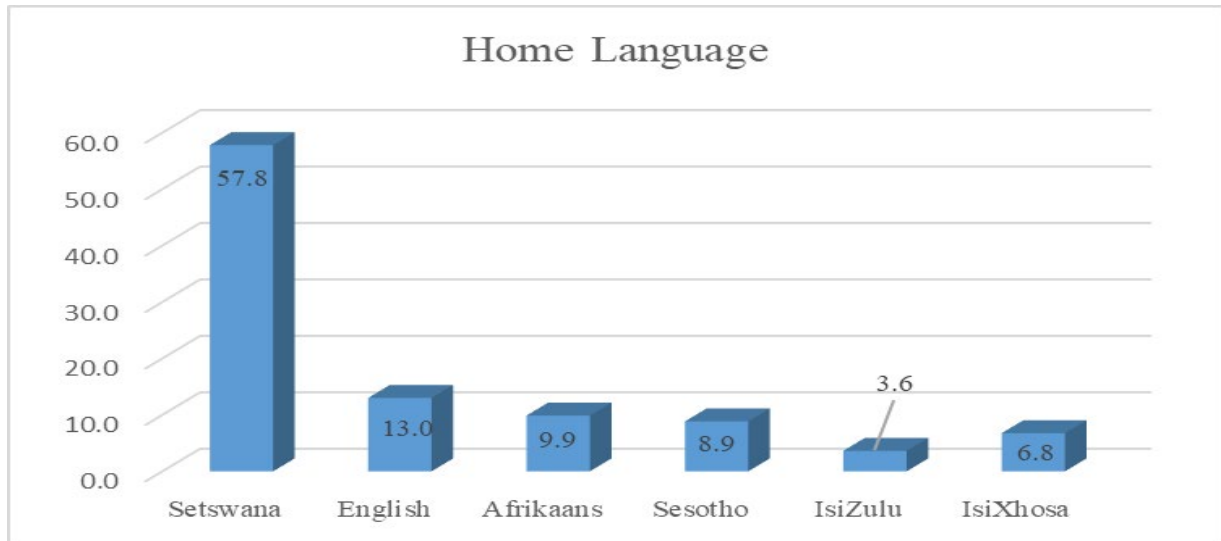


Figure 4: Home Language

Figure (4) shows that the majority (57, 8) of employees who responded are Setswana speaking, followed by English speakers at 13%. Afrikaans speakers accounted for 9, 9%; Sesotho speakers were pegged at 8,9%; the IsiXhosa speakers accounted for 6.8 % while IsiZulu speakers accounted for only 3.6%. This shows that the majority of respondents were Setswana speakers. This finding was not surprising because the North West Province is predominantly a Setswana speaking province.

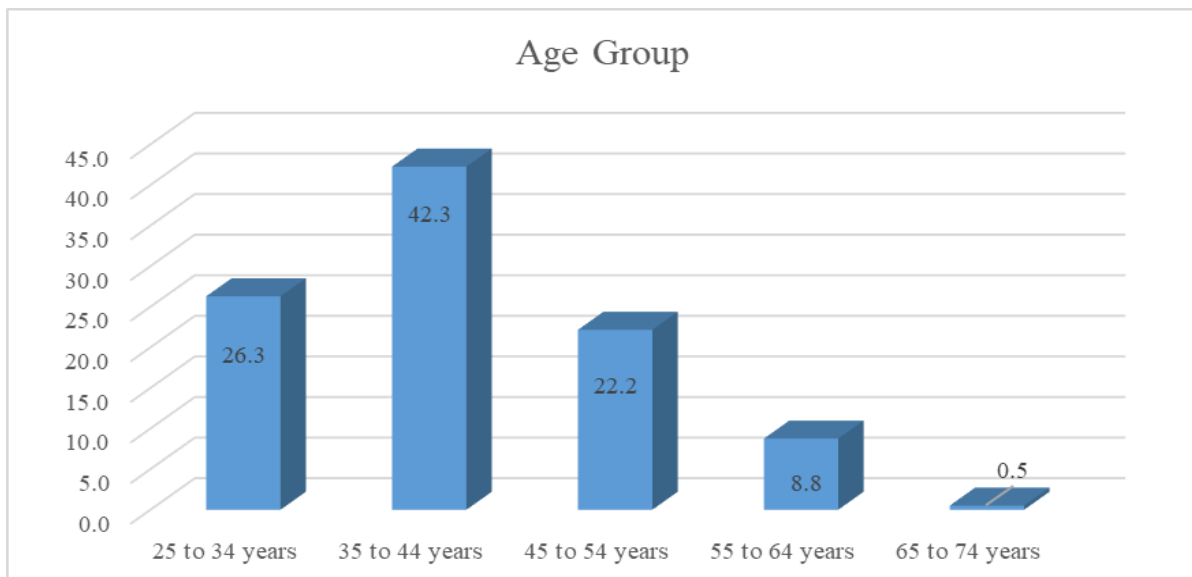


Figure 5: Age Group

Figure 5 indicates that the majority (42.3%) of the respondents were between the ages of 35 and 44 years. The work experience of this group ranged from 6 to 30 years, followed by 26%

of those who were between the ages of 25 to 34. About 5% of respondents were ages of 36 to 40, followed by 22% of those who were between the ages of 46 to 54. Lastly, only 1% of respondents indicated that they were above 51 years of age. This means that only a small percentage of employees was nearing retirement age.

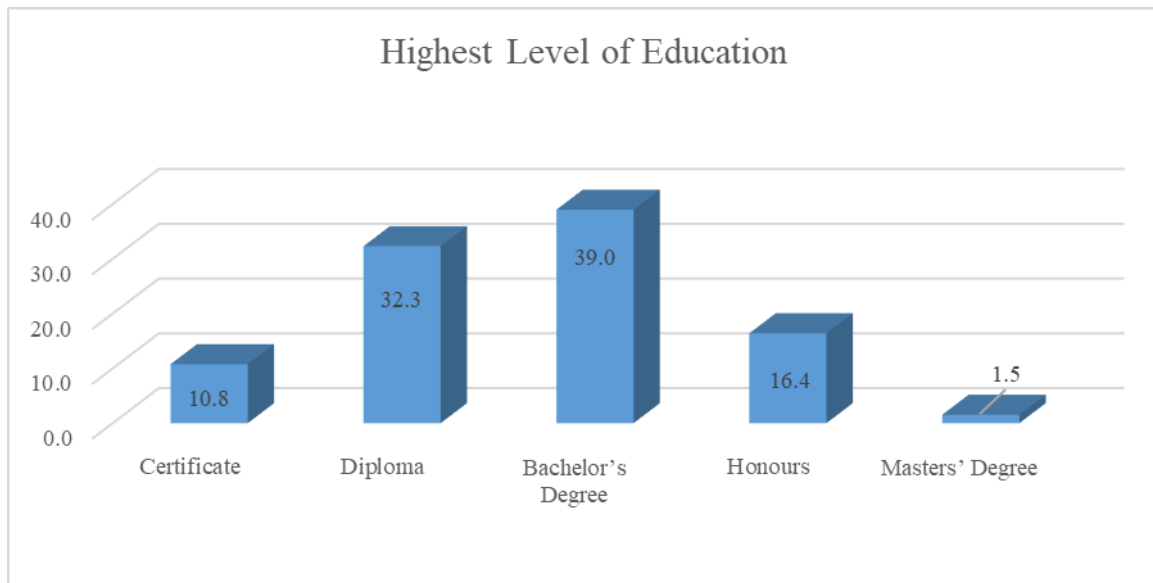


Figure 6: Highest Level of Education

The majority of respondents (39%) indicated that they possessed a bachelor's degree, 32.3% of respondents had a diploma, followed by 16.4% who had honours degree and 10% of those who had a certificate. Only 1.5% of respondents have Masters' degree.

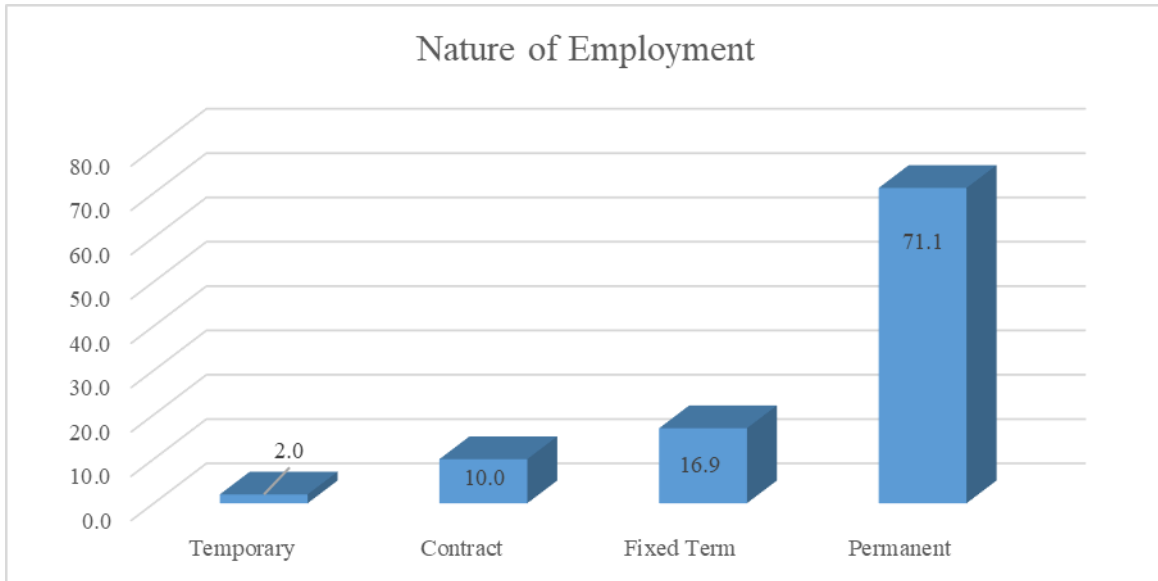


Figure 7: Nature of Employment

Figure 7 shows that the majority (71.1%) of the respondents are permanent employees. Followed by 16.9% of the respondents who are fixed term employees. About 10% of the employees are on contract. Lastly, only 2% of respondents indicated that they were temporary employed.

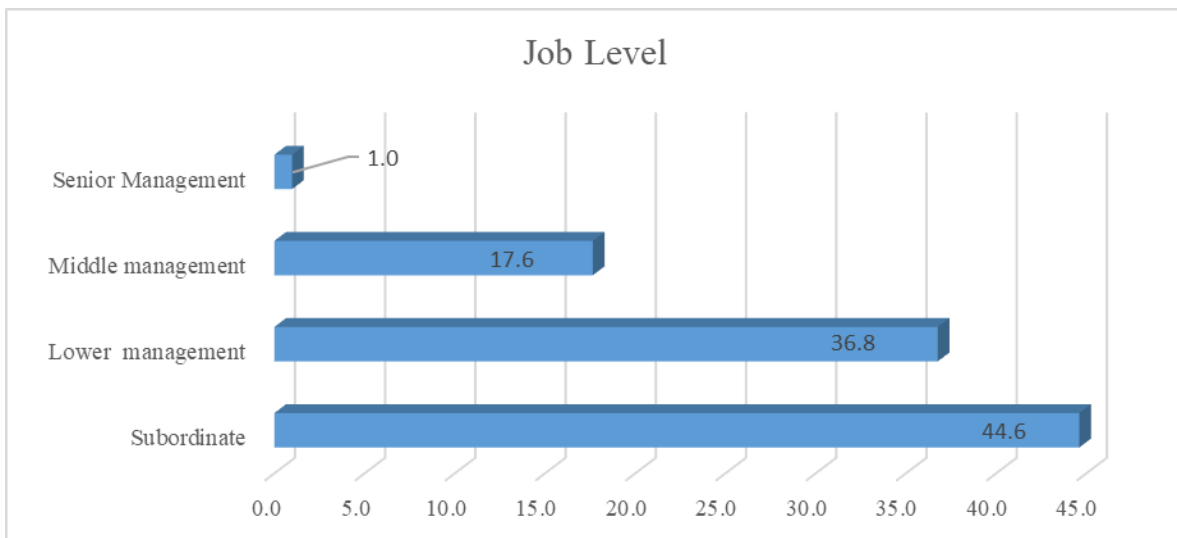


Figure 8: Job Level

Figure 8 shows that the majority (44.6%) of the respondents work as subordinates, followed by 36.8% of the respondents who work as lower management. About 17.6% occupied middle management positions and lastly 1% of the respondents occupied senior management

position.

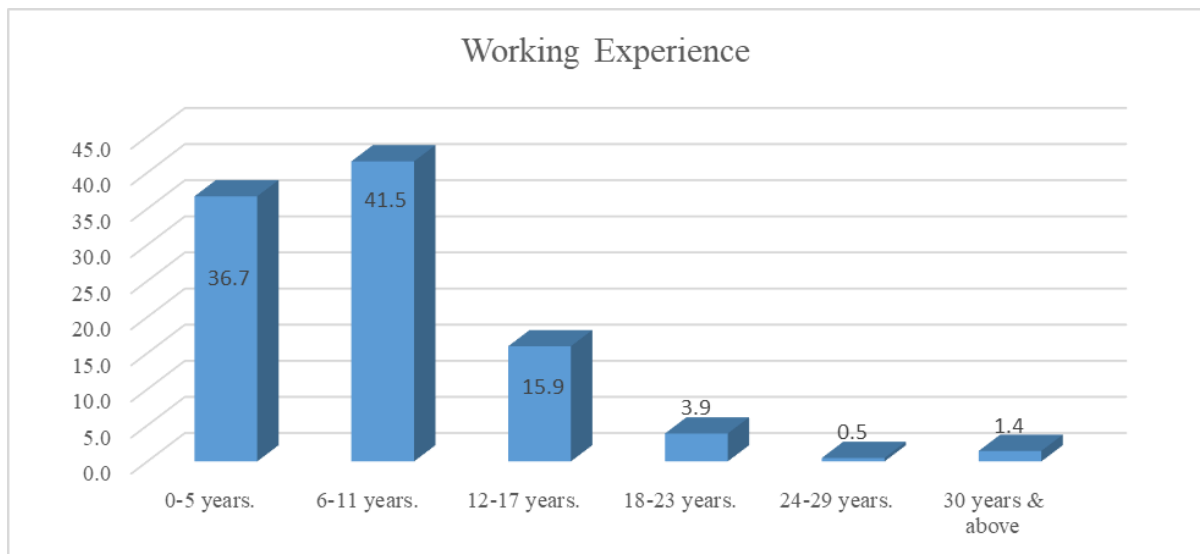


Figure 9: Working Experience

Figure 9 indicates that majority (41.5%) of the respondents' working experience was between 6 to 11, followed by 36.7% of those who have working experience of 0 to 5. About 15.9% of respondents have working experience of 12 to 17 years, followed by 3.9% of those with working experience of 18 to 23 years. 3.9% of the respondents indicated a working experience of 18-23 years and above. Lastly, only 0.5% of respondents indicated that they have working experience between 24 to 29 years.

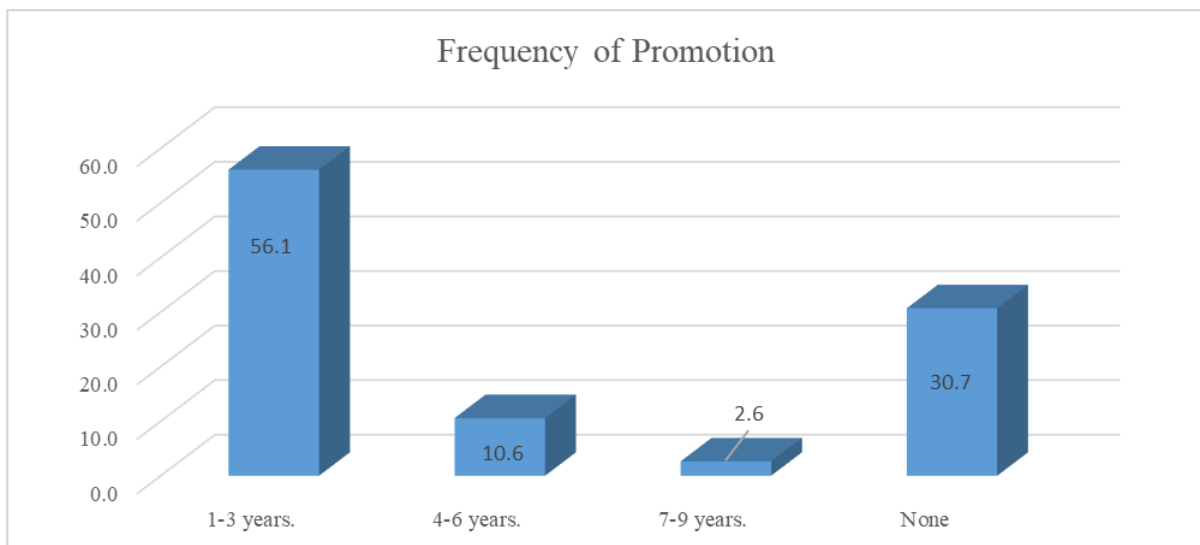


Figure 10: Frequency of Promotion

Figure 10 indicates that the majority (56.1%) of the respondents were promoted between 1 to 3 years, followed by 30.7% of those who had not received any promotion since joining the organisation. About 10.6% of the respondents were promoted between 4 to 6 years. Lastly, only 2.6% of respondents indicated that they were promoted between 7 to 9 years.

Research Procedure

The researcher was given permission through an ethical clearance and a formal letter from the University for the distribution of questionnaires. A request letter was sent to the North West provincial department (Office of the Premier) and was subsequently approved by the Head of Human Resources. Questionnaires were administered from office to office with a clear explanation and participation was voluntary and anonymous.

Measuring Instrument

In terms of measuring instrument, a Career Orientation Inventory was used to collect data about how accurate the items were for participants. A four-point Likert scale was used, ranging from 1- never true for me, 2-occasionally true for me, 3-often true for me, to 4- always true for me, with Items such as I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures and building my own business is more important to me than achieving a high-level managerial position in someone else's department.

Statistical analysis

This section presents data obtained by a questionnaire administered on employees, ranging from subordinates to senior management and the data from the questionnaire are presented and analysed to provide answers to the research questions. The analysis was done using descriptive statistics to describe the demographic variables of the participants. Descriptive statistics was also used to measure the effects of career orientation on organisational commitment and performance of the North West provincial government department under the study.

Results

Below tables (1-5) contain the reliability measurements of characteristics of various career anchors and the values of T-test used.

Table 1: General characteristics of various career anchors of general practitioners

Career anchors	Mean	Std. Deviation
Technical/functional competence	1.38	.688
General managerial competence	1.38	.689
Autonomy/independence	1.38	.690
Security/stability	1.38	.690
Entrepreneurial creativity	1.42	.775
Creativity	1.42	.782
Service/dedication to a cause	1.38	.692
Pure challenge	1.39	.694
Lifestyle	1.38	.694

Table 1 reveals that the mean score for technical/functional competence (1.38) was lower than the mid-point of the range. The mean score for general managerial competence (1.38) was

below the mid-point of the range. The mean score for autonomy/independence (1.38) was below the mid-point of the range. The mean score for Security/stability (1.38) was below the mid-point of the range. The mean score for entrepreneurial creativity (1.42) was below the mid-point of the range. The mean score for creativity (1.42) was below the mid-point of the range. The mean score for service/dedication to a cause (1.38) was below the mid-point of the range. The mean score for sure challenge (1.38) was below the mid-point range.

Table 2: The values of t-test concerning career anchors, depending on the variable “gender”

Career anchors	t-value	Sig.
Technical/functional competence	-0,717	0,474
General managerial competence	-0,483	0,629
Autonomy/independence	-0,696	0,487
Security/stability	1,45	0,147
Entrepreneurial creativity	-1,931	0,055
Creativity	0,307	0,759
Service/dedication to a cause	-1,072	0,285
Pure challenge	-1,524	0,129
Lifestyle	-0,543	0,588

A t-test was conducted to compare the mean perception scores of the effectiveness of the career anchors between the males and females. An independent samples t-test was conducted to compare the mean perception score of the effectiveness of the career anchors for males and females. There was no significant difference in the scores for males and females of the various career anchors (Table 2). There is only one case where the analysis showed significant difference between gender and entrepreneurial creativity.

Table 3: Comparison of the mean perceived effectiveness of the career anchors between race groups

	F	Sig.
Technical/functional competence	.888	.449
General managerial competence	42.894	.000
Autonomy/independence	2.348	.074
Security/stability	1.458	.228
Entrepreneurial	1.164	.325
Creativity	.381	.767
Service/dedication to a cause	.157	.925
Pure challenge	.441	.724
Lifestyle	3.229	.024
Overall	1.457	0.228

Table 3 reveals the overall score on career orientation, there no significant differences between the different racial groups as the p-value is greater than 0.05 ($p = 0.228$). Furthermore, there were some differences in terms of individual items, and these include:

- General managerial competence ($p = 0.000$): Respondents
- Lifestyle ($p = 0.046$): Younger respondents

Table 4: Comparison of the mean perceived effectiveness of the career anchors between Jobs levels

Career anchors	F	Sig.
Technical/functional competence	1.339	.263
General managerial competence	1.390	.247
Autonomy/independence	.897	.444
Security/stability	2.041	.109
Entrepreneurial	4.236	.006
Creativity	1.228	.301
Service/dedication to a cause	2.358	.073
Pure challenge	1.823	.144
Lifestyle	.074	.974
Overall	1.680	.173

Table 4 reveals the overall score on career orientation, there is no significant difference between the different Job levels as the p-value is greater than 0.05 ($p = 0.173$). Furthermore, there are some differences in terms of individual items, and these include:

- o Entrepreneurial ($p = 0.006$): Respondent

Table 5: Comparison of the mean perceived effectiveness of the career anchors between working experience

Career anchors	F	Sig.
Technical/functional competence	.809	.544
General managerial competence	.288	.919
Autonomy/independence	.574	.720
Security/stability	.894	.486
Entrepreneurial	2.732	.021
Creativity	.688	.633
Service/dedication to a cause	.363	.873
Pure challenge	.440	.820
Lifestyle	.553	.736
Overall	.328	.896

Table 5 shows that in terms of the overall score on Career orientation, there is no significant difference between the different working experience as the p-value is greater than 0.05 ($p = 0.896$). Furthermore, there are some differences in terms of individual items, and these include:

- Entrepreneurial ($p = 0.021$): Respondents

Findings

As shown in Table 1, the participants showed lack some competences in other career anchors such as Technical/ functional competence. This concurs with the study by Lambert, Herbert,

and Rothwell (2020). An individual whose career anchor is technical competence is primarily concerned with exercising, developing, and displaying their technical skills on their jobs, such as engineering or accounting proficiency (Milanović, 2019). However, the participants showed lack of performing best in challenging jobs.

This study also revealed lack of autonomy / independence competence. This agrees with the findings of Savitsky, Radomislensky, & Hendel, (2021). The autonomy / independence career anchor relates to career-focused individuals who do work in their own ways. In addition, flexibility in work is more important than getting a job promotion (Widodo, Meiliani, & Muchiri, 2020). Thus, the participants are not free-thinking people as a result they cannot generate solutions or be innovative.

The present study discovered that there is lack of Security /stability. This study's findings agree with a study conducted by Etuknwa, Daniels, & Eib, (2019) whose findings also established the critical nature of security. Several researchers agree that individuals with this anchor want a job tenure security as they prefer jobs that guarantee stablelong-term employment (Zang, Long, Ma, Tu, Liao, Chen and Xu, 2019). Thus, the study revealed lack of opportunity to increase the sense of safety, which can make them feel valued and looked after.

Furthermore, this study revealed a lack of pure challenge competence. This is in line with the findings of Taylor & Joshi (2019) whose study highlighted the importance of engaging employees in challenging tasks. According to Abraham, and Zacharias (2020), people whose career anchor is pure challenge expect to be working in an environment that is challenging and full of turmoil as this will provide them the avenue to demonstrate their self-ability in solving problems. Thus, the participants lack the ability to focus on winning or competing with extremely tough opponents and solving various challenging problems.

The respondents also showed lack of balancing career with lifestyles. This merges with the study by Kang et. al. (2019). According to While et. al., (2020), balancing work and personal lives are the primary consideration for individuals with these anchors. A flexible work arrangement would empower them to achieve their careers. This study revealed lack of a flexible work arrangement.

The values of t-test concerning career anchors, depending on the variable “gender” (see Table 2)

The t-test results (Table 2) for this study established that there was no significant difference in the scores for males and females of the various career anchors, and there was one case where the analysis showed significant difference between gender and entrepreneurial creativity. In line with the t-test result of this study, Hmieleski and Sheppard (2019) reported this comparison.

Comparison of the mean perceived effectiveness of the career anchors between race groups (see Table 3)

In terms of the overall score on career orientation, Table 3 of the study reveals that there was no significant difference between the different racial groups as the p-value is greater than 0.05 ($p = 0.228$). Furthermore, there were some differences in terms of individual items, and these include: General managerial competence ($p = 0.000$): Respondents. This finding agrees with a study conducted by Swanson et. al., (2020). Lifestyle ($p = 0.046$): Younger respondents which are highly significance. This finding confirms some of the results of previous studies (Uysal & Ak, 2020).

Comparison of the mean perceived effectiveness of the career anchors between Jobs levels (see Table 4)

This reveals the overall score on career orientation. There is no significant difference between the different Job levels as the p-value is greater than 0.05 ($p = 0.173$). Furthermore, there are some differences in terms of individual items, and these include: Entrepreneurial ($p = 0.006$): Respondents. This comparison intersects with a study conducted by Katekhaye, Meyer & Magda (2019).

Comparison of the mean perceived effectiveness of the career anchors between working experience (see Table 5)

In terms of the overall score on Career orientation, there is no significant difference between the different working experience as the p-value is greater than 0.05 ($p = 0.896$). Furthermore, there are some differences in terms of individual items, and these include: Entrepreneurial ($p = 0.021$): Respondents. This finding concurs with a study conducted by Ikuemonisan et. al., (2022).

Discussion

Regarding Technical /Functional Competence, participants scored below midpoint of the range (1.38). Those people develop a sense of identity from applying these skills, and they love to face many challenges pertaining to these skills with handling people in the areas of technical and functional management (Gagné et. al., 2019). However, the participants scored lower in terms of being good at specific things, having specialist knowledge as well as developing fulfilment from facing challenges related to their skills.

In terms of General Management Competence, the participants scored below midpoint of the range (1.38), researchers indicated that these individuals are interested in applying interpersonal skills to coordinate and integrate the efforts of others toward a larger goal (Leung et. al., 2021). The participants of this study scored lower in terms of managing, leading, accountability and problem solving.

Regarding Autonomy / Independence Competence, participants scored below the midpoint of the range (1.38). Milanović (2019) mentions that autonomy anchors are a characteristic of individuals who emphasize the importance of keeping freedom and declaring control on their jobs. Thus, the participants lack flexibility and freedom in their careers.

With regards Security /Stability, the results showed that the mean score was below the midpoint of the range (1.38). Ramgoolam (2020) specifies that these individuals' concerns are to feel safe and secure, and that their desires include job tenure and security, retirement plan and benefits, rewarding, steady and predictable performance. Thus, in terms of avoiding risk in relations to their careers as well as benefits at work, security and salary, the participants scored below midpoint range.

In terms of creativity, valuing variety, starting their own businesses, the results of this study show that the Entrepreneurial Creativity Competence mean score was below the midpoint of the range (1.42). Saif (2020) contends that Entrepreneurial creativity enjoys developing new products or services, creating new organisations, and taking risks. Therefore, the participants' level of creativity is too low.

Furthermore, Service / Dedication to a cause Competence mean score was below the midpoint of the range (1.38). Stahl et. al., (2020) declare that their needs include aligning work activities with personal skills and values related, helping society, and improving the world in some fashion.

In terms of Pure Challenge, the result showed that the participants scored below the midpoint of the range (1.38). White, Davidson and Cullen, (2020) specify that individuals under pure challenge are those individuals who would not give up the opportunity to work on solutions to seemingly challenging problems, to win or overcome challenging problems.

The result of this study revealed that Lifestyle mean score was below the midpoint of the range (1.38) These individuals' necessity is to assimilate labour, personal, and self-concerns in a clear lifestyle. Their desire comprises respect for personal and family concerns and openness to renegotiate the psychological contract in line with changing lifestyle needs (Milanović, 2019).

Comparison of the mean perceived effectiveness of the career anchors between males and females (see table 3 and 5)

There was no significant difference in the scores for males and females of the various career anchors. The study established only a significant difference between gender and entrepreneurial creativity (Entrepreneurial: $p = 0.006$). This implies that among others, they are willing to take risk and enjoy developing new products or services, creating new organizations. In concurrence, Saif (2020) supports this study. As stated by Hidayah, Tentama, and Yuzarion (2019), they seek to work on their own as they believe their self-success will be the true indicator of their abilities.

Comparison of the mean perceived effectiveness of the career anchors between race groups

This study established that there was no significant difference between the different racial groups as the p-value is greater than 0.05 ($p = 0.228$). Furthermore, there are some differences in terms of individual items, and these include (General managerial competence: $p = 0.000$). The respondents are generally driven by the need to follow higher managerial levels and superior accountability to regulate policymaking (Meissner and Shmatko, 2019). Their career's wish is mainly on growth to the organisational levels where one is liable for major policy decisions and where one's own hard work will make a change among accomplishments and failures (Milanović, 2019). Moreover, their aspiration from the workplace comprises a high level of accountability; challenging, diverse, and integrative work; chances for management, and contributing to the success of the organisation.

Some other individual differences include Lifestyle: $p = 0.046$. The younger respondents of this organisation are motivated by balancing their career and lifestyle (White, Davidson, and Cullen, 2020). As a result, they become flexible, and find it easier to achieve the organisation's goals (Widodo, Meiliani & Muchiri, 2020).

Comparison of the mean perceived effectiveness of the career anchors between Job levels

This study established that there was no significant difference between the different Job levels as the p-value is greater than 0.05 ($p = 0.173$). There are some differences in terms of individual items, and these include Entrepreneurial: $p = 0.006$. These respondents are more concerned with creating unique designs and products on their jobs. This is supported by Leung et al., (2021). These individuals have a strong yearning to extend their identities over the ideas and products they have generated or designed. However, Hidayah, Tentama, and Yuzarion, (2019) emphasis that they are easily bored and only enjoy moving from project to project and they are more concerned about starting new enterprises than in managing well-known ones.

Comparison of the mean perceived effectiveness of the career anchors between working experience

There is no significant difference between the different working experiences as the p-value is greater than 0.05 ($p = 0.896$). Furthermore, there are some differences in terms of individual items, and these include: (Entrepreneurial: $p = 0.021$). This study revealed that they are easily bored and only enjoy moving from project to project and that they are more concerned about starting new originalities than in managing well-known ones. This position is supported by Hidayah, Tentama, and Yuzarion (2019).

Recommendations

The findings of this study could be used in public sector organisations in developing career competences. Based on the findings, it is recommended that organisations should make training courses for technical competence available to employees. Organisations must also attempt to retain employees who demonstrate high levels of career competence. Organisations must also attempt to retain employees who demonstrate high levels of career competence.

This study recommends that each organisation must put in place different strategies that will motivate the employees to enhance their competences for organisational growth and production. Motivated employees enjoy their jobs and perform well. In line with the idea of Birasnay and Bienstock (2019), organisations must also equip their employees with technology skills to increase opportunity for growth and flexibility as innovation is also known as the key to the survival of the organisation.

The study further recommends that the respondents should be given more responsibilities with meaningful work and challenging tasks that pushes them outside of their comfort zone, to help them to grow and develop into a team that is not afraid to take on the next challenge.

Technical/ functional competence

In terms of lack of Technical/ functional competence, the study suggests that organisations must encourage employees to keep updating their skills for production purposes. Kenayathulla, Ahmad, and Idris (2019), emphasise the importance of skills recognition by giving out an adequate instruction or course demands to equate a proper possession of the skill.

Autonomy / independence competence

To address the gap of Autonomy / independence competence the study advises the organisation to create a company culture that affords sufficient workplace flexibility and freedom. Managers must be accommodative to employees of all lifestyles and keep their workplace flexible for everyone since flexibility improves employee retention, loyalty, production, and engagement. Bowen (2020) indicates that assisting and strengthening the capacity for autonomy, professional communication, and self-directed learning will also help to heighten the skills which are needed to pivot when faced with unplanned circumstances, particularly a change in working and learning conditions.

Limitations

The data for this study was initially planned to be collected from the 5th to the 31st of March 2020. However, due to unforeseen circumstances, the researcher started collecting data on the 5th of March 2020, but this process was further hampered by the Covid-19 lockdown that was implemented during the month of March in South Africa. An extension was requested, and the process of data collection continued during the month of September 2020 and was completed during the same month of September. This caused a delay for the study to be completed within the anticipated timeframe. The other limitation of this study relates to the sample size. The initial sample size planned for this study was 300. Although the researcher distributed 300 questionnaires, only 214 were completed and returned. Nonetheless, this number was considered good enough to yield the data required for this study.

Conclusion

This article explored the employees' perceptions of career orientation and highlighted several other factors that influence the employee's perception. The article shows that the majority of the employees are Setswana speaking people. It also reveals that the majority (56.1%) of the respondents were promoted between 1 to 3 years, followed by 30.7% of those who never got promoted since joining the organisation. The article further establishes that there is no significant difference in the perception of males and females of the various career anchors, except when coming to entrepreneurial activity. Thus, the article showed a significant difference between gender and entrepreneurial creativity.

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CHAPTER 3: ARTICLE 2

ORGANISATIONAL COMMITMENT

D.K. MOTSAATHEBE

PROF. M.A. MOLEFI

ABSTRACT

Orientation: This study explored the perception of employees of the Office of the Premier in the North West regarding their level of organisational commitment.

Research approach: The research approach took the form of a survey using questionnaires as a basic instrument to collect data.

Research design and method: A descriptive research design was utilised as it was deemed useful in examining the situation in its current form. A sample of two hundred and fourteen (214) employees drawn from the of the Office of the Premier in the North West Province was used. Respondents ranged from entry-level employees to senior management. Data were analysed using SPSS, 2011.

Main findings: The study's overall finding shows that younger respondents aged 25-34 associated with the company's problem as they indicated that the organisation had a significant personal meaning for them. This finding resonates with research literature that indicates that employees with this type of commitment have an emotional connection to the organisation. Furthermore, this age group indicated that one of the primary reasons to continue to work for their department was that leaving would require considerable personal sacrifice. Thus, it shows that the more committed the employee becomes, the lesser the chance of leaving their employer. Notably, the empirical evidence further reveals that female employees were less likely to talk openly about their organisation than male employees.

Practical/managerial implications: The findings of the study have implications for management. The fact that gender was a factor as far as employees talking openly about the organisation means that the management must pay attention to gender dynamics across all levels of the organisation and ensure that gender representativeness is achieved.

Contribution: The study will contribute significantly to the literature on organisational commitment in general and in the North West Province in particular. Most importantly, the study provided pertinent information regarding organisational commitment according

to age, gender, and tenure (number of years in the organisation).

Keywords: Organisational commitment (OC), Employee Commitment (EC), Affective commitment (AC) Normative commitment (NC) and Continuance of commitment (CC)

Introduction

In today's competitive world, each organisation confronts new difficulties regarding maintaining efficiency and creating a committed workforce (Andavar, Ali & Ali, 2020). Committed employees are always tending to be more determined in their work and they show quite high efficiency and productivity. Accordingly, organisational commitment explains the involvement of an employee with a particular organisation (Chinana, 2021).

Each employee needs to be committed to the company's goals and objectives, perform their duties effectively as a member of the team and realise organisational objectives (Muoghalu, Onyinye & Tantua, 2021). Employees who have high organisational commitment are employees who are more productive and stable so that in the end they are also more profitable for the organisation (Setiawan, Eliyana, & Suryani, 2019).

The success of an organisation must be seen through obtaining a competent employee and maintaining their employees to work in an organisation. This can be done by ensuring there is gratification and eagerness in at work, as well as the craving to endure working and displaying total devotion to the organisation. This is likely to give a positive image to the organisational commitment because it will be understood as one of the approaches to attain a company's objectives (Asbari, Nurhayati, Purwanto, & Artikel, (2019); Imelda, Asbari, Purwanto, Sestri Goestjahjanti, &Mustikasiwi, (2020); Kusumaningsih, Ong, Hutagalung, Basuki, Asbari, & Purwanto, (2020); Yuwono, Novitasari, Asbari, Sutardi, Mustofa, & Asbari, (2020).

It is therefore not surprising that organisational commitment as a concept has been extensively explored in the literature for decades and defined as a concept that is related to the employee and is related to several variables that enabled the employee to do something, stay, and maintain commitment to the company (Rameshkumar, 2019; Yao, Qiu, & Wei, 2019). Moreover, the importance of organisational commitment stems from a generally accepted notion that an employee with a strong commitment to the organisation will be productive, and will always support it (Tindowen, 2019).

Definition of concepts

Organisational commitment (OC)

Organisational commitment is considered an emotional and psychological dependence on the organisation. Subsequently, a person who is strongly committed and engages in it may enjoy membership of the organisation (Keyvanlo, Ghorbani, Tireh & Tazegole, 2019). According to Kotzé and Nel (2020), organisational commitment refers to an attitude or psychological condition that characterizes the relationships of employees with their employer and ultimately influences their intentions to stay or leave the organisation.

Researchers define organisational commitment as an attitude reflecting workers' loyalty to their organisation (Nurul et. al., 2019). According to Hardiningsih et.al., (2020), it is a crucial component of creating accountability. Similarly, Doan, Nguyen, and Nguyen, (2020), suggest that organisational commitment is the power of identity between an individual and an organisation.

Furthermore, Setiawan, Eliyana, and Suryani (2019), explain organisational commitment as the extent to which an employee will experience a sense of community within their organisation and as a condition of employees who side with certain organisations and their goals, as well as the intention to maintain their membership in the company.

Employee Commitment (EC)

According to Pande, Singh, and Pathak (2019), employee commitment designates the aspiration of an employee to share the beliefs and aims of the organisation besides working towards attainment and achievement of organisational success amidst rivals. Muoghalu, Onyinye and Tantua (2021), clarify employee commitment as a sign that employees are satisfied with their employer with regards their expectations and when organisations meet the expectations of their employees. Understandably, this will spur them to develop commitment to the organisation.

Affective commitment (AC)

Affective commitment' refers to the employee's emotional attachment to their organisation employees with high affective commitment stay with the organisation because they want to. Employees with higher affective commitment show higher performance (Karem et. al., 2019). Affective commitment is also understood as the employee's constructive emotional bonding to the organisation, such an employee strongly associates with organisational goals and seeks to stay because he/she wishes to do so (Anwar & Abdullah, 2021).

Abdullah (2019) describes affective commitment as the employees' feelings toward joining the organisation, continuous commitment is employees' perceptions of costs if leaving the organisation and normative commitment is employees' perceptions of their duties and promises toward the organisation.

According to (Abdullah & Othman, 2021), affective commitment refers to individuals who stay in their organisations with a solid commitment hold their position since they require the occupation, as well as in light of the fact that they need it. Similarly, Anwar and Abdullah (2021) explain affective commitment as an employee of a business who will often identify strongly with the company and its objectives and might turn down offers to move to a new company, even if they seem more attractive financially.

Normative commitment (NC)

McCormick and Donohue (2019) describe normative commitment as a part of the personal that is often perceived as “obligation to stay” which also has a relationship with “moral obligation”. Often, the application in real conditions is related to the motivation of personal motivation as a natural bonding to the organisation. Specifically, if it is connected to individual values that view loyalty as the most important thing in doing work.

Researchers indicate that normative commitment is the meaning and importance that employees have in the organisation. It describes workers who have a great deal of regulatory involvement and seem to feel that they should stay in the business. Because of this commitment, they will be held to their job by normative, commitment tradition, and work ethics will make their normative commitment concrete (Choudhury, 2020; Davidescu, Apostu, Paul, & Casuneanu, 2020; Jamal, Anwar, Khan, & Saleem, 2021).

Continuance of commitment (CC)

According to Bouziri et. al (2020); Morikawa, (2020); Novitasari et. al., (2020), Continuance of commitment is a commitment where employees are mindful of all side bets and risks involved with leaving, such as time, effort, and the pension.

In addition, Kartika and Pienata (2020) indicate that Continuance commitment is a commitment that arises from an employee’s desire to survive in an organisation because of security reasons. The employees are urged to stay due to their inability to do their things outside the organisation. The longer employees stay at the organisation the more employees feel worried about losing what have been invested in the organisation while being members of the organisation.

Karem et. al., (2019) view continuance commitment as an employee’s awareness of the cost associated with leaving the organisation; employees with continuance commitment stay with the organisation because they feel they must continue because of the financial advantages.

Literature review

An overview of organisational commitment

Several researchers have studied the connection between employees and their employing organisation and have established that employees are a dynamic force of every organisation (Albalawi, Naughton, Elayan, and Sleimi, 2019). Organisational commitment of employees is one of the most significant organisational challenges because employees do not maintain the same commitment as they had before (Khan et. al., 2021).

Organisational commitment can be regarded as an individual's identification and participation within a specific organisation (Vasconcelos, 2020). It reflects an individual's psychological state, which refers to the employees' organisation and defines a relationship between the employee and the organisation (Zhang, Zhang, Ng & Lam, 2019).

Penni (2019) avers that organisational commitment is thought to be an important part of the psychological condition of the employees, including the attitudes they generalise towards their organisation. It is believed that the most common technique for dealing with organisational commitment is improving emotional requirements on an organisation (Zhang et. al, 2019).

Employee Commitment

Several studies have confirmed that organisations with strong ethical values are more likely to benefit from having more committed employees (Qing et. al., 2020; Grabowski et. al., 2019). The employees' commitment to an organisation increases or decreases depending on the employees' interpersonal relations between themselves and leaders, climate of the work group, and opportunities of improvement (Qing et. al., 2020). In other words, employees' lack of commitment to the company may influence the intention to leave, and consequently turnover rates (Dai, Zhuang & Huan, 2019). Most importantly, employees can often make things work, even without very good system and are key for higher productivity in the organisations (Brown & Harvey, 2021).

Gulzar (2020) specifies that employees who are committed to their organisation are more likely

to be better performers than those who are less committed because they exercise more effort on behalf of the organisation towards its success and strive to achieve its goals and missions. Paramita, Lumbanraja and Absah (2020) explain that employees with higher scores of commitments are expected to be more motivated and perform at the highest level of performance.

Paramita et. al., (2020), generalised the research examining the employee commitment and concluded that high employee commitment is created by the harmony of organisational environment and personal factors. The factors of organisational environment are related to people, work conditions and climate.

Several researchers have revealed that committed employees are regarded as a foundation of organisational performance and efficiency which in turn boost organisational effectiveness and productivity (Maiti, Sanyal, & Mazumder, 2020). Certainly, employees' organisational commitment is one of the attitudes that could lead to high performance (Paramita, Lumbanraja, & Absah, 2020).

The three-component model of commitment

One of the most widely used theories in organisational commitment is Allen and Meyer's (1990) three-component model (Somers, Birnbaum & Casal, 2019). The components are affective commitment, i.e., emotional connection to the organisation, continuance commitment, i.e., perceived costs associated with leaving the organisation, and normative commitment, i.e., feeling of obligation towards organisation (Somers, Birnbaum & Casal, 2019).

Although each commitment profile represents a relationship between organisation and employee, the relationships differ from each other in nature. Whilst there are differences in nature between these commitments' profiles, the multidimensional nature of each profile also 'integrates attitudinal and behavioural approaches' (Meyer et. al., 2021).

Affective commitment (AC)

Affective commitment is defined as an emotional attachment and devotion to perform the tasks

and the desire to stay in the organisation (Yang, Hao, & Song, 2020). According to Somers, Birnbaum and Casal, (2019) employees with this type of commitment have an emotional connection to the organisation. Haider, Heredero, and Ahmed (2019) believe that affective commitment is the employees' dependence on the organisation under the emotional belonging, which is the same as the organisational goals and values.

Wang, Albert, and Sun, (2020) show that such individuals are psychologically and emotionally dedicated, and they experience meaning in their work and congruence between their own and the organisation's goals and values. Mensah and Bawole (2020) reveal that affective commitment is related to employee outcomes such as productivity, attendance, and retention. Furthermore, Wirawan, Jufri, and Saman (2020) indicate that affective commitment refers to employees' emotional attachment, identification, and involvement with the organisation.

According to Wang, Albert & Sun (2020), an employee with strong affective commitment will work enthusiastically, making any effort for the success of the organisation. Wang, Albert & Sun (2020) further assert that this commitment occurs when employees commit to their employing organisation because they are satisfied, and they feel the sense of belonging to the organisation. They maintain that it essentially expresses the emotional attachment of the employees to their organisation, their desire to see the organisation succeed in its goals, and a feeling of pride at being part of that organisation.

Those employees with a higher degree of emotional commitment are more likely to continue working for the organisation voluntarily and eagerly because they feel integrated within the organisation and have internalised the norms and values of the organisation as their own (Kuklenski., 2021). Affective commitment (AC) is determined by 'an employee's personal choice to remain committed to the organisation via some emotional identification with the Organisation (Al-Jabari, Ghazzawi, 2019).

Normative commitment (NC)

Normative commitment in the field of management has been described as the obligation to remain in a particular organisation (Birnbaum and Casal, 2019). According to Somers, Birnbaum and Casal (2019), employees in this kind of commitment have a strong feeling of duty towards the organisation. It can therefore be surmised that normative commitment is an

attachment based on perceived obligation as well as a sense of duty or loyalty.

Oh (2019) indicates that this type of commitment refers to organisational commitment that occurs when employees fully believe in the organisation, and it is also called a moral commitment. Whereas Khan and Iqbal (2020) explain that it is a commitment that is based on a sense of obligation to the organisation and employees with a strong normative commitment survive because they think they must do so.

Grego-Planer (2020) specifies that in normative commitment, the staff regards continuing their job and providing service for the organisation as their duties, thereby fulfilling their responsibilities in the organisation, and feeling obligated to stay with the organisation because of pressure from others or the belief that it is morally correct to do so (Khan & Iqbal, 2020). It reveals a feeling of compulsion to continue employment (Grego-Planer, 2020).

Continuance commitment (CC)

Many researchers indicate that continuance commitment (i.e., perceived costs associated with leaving the organisation) refers to the material benefits gained from being with the organisation, and it is based on the costs associated with leaving the organisation; the more investment on the staff, the less possibility for the staff to leave organisation (Lambert et. al., 2020).

Continuance commitment refers to an individual's arguments to stay, based on the high cost associated with leaving the organisation and the perceived loss of sunken costs (Gabay-Mariani & Adam, 2020). It is related to the need to remain in the organisation due to the perceived costs associated with leaving. On the contrary, when the staff work for a long time in the organisation, they will not easily leave organisation, they will continue their job because of the need and necessity (Aguinis. 2019).

Saraceni (2020) indicates that continuance commitment derives from a worker's perception about costs associated with leaving an organisation, and the worker's perception that such causes them to stay out of necessity. Employees with a strong continuance commitment continue to work in their organisation because they need to (Rameshkumar, 2020).

According to Reeves, Delfabbro and Calic (2021) continuance commitment results from the motivation to avoid impending costs that would be linked to a possible change of employer. The commitment of the employees is higher when they perceive the costs of such a change namely relocation cost, wage losses, or loss of personal contacts to former colleagues to be greater (Reeves, Delfabbro & Calic, 2021).

Research Design

A descriptive research design was utilised through a questionnaire to gather employees' views on key concepts relating to the impact of career orientation on organisational commitment and performance. Thanavathi (2021), describes a descriptive research approach as a theory-based pattern mode which is fashioned by gathering, analysing, and presenting serene data. This allows a researcher to gain insights into the why and how of research.

Participants

The targeted population for this study was from a provincial government department in North West, ranging from subordinates to senior management. The sample consisted of three hundred employees. Accordingly, three hundred (300) questionnaires were distributed. However, out of three hundred (300) questionnaires, two hundred and fourteen (214) were correctly completed and returned.

The demographic statistics of the respondents is presented in Figure 1-10 below.

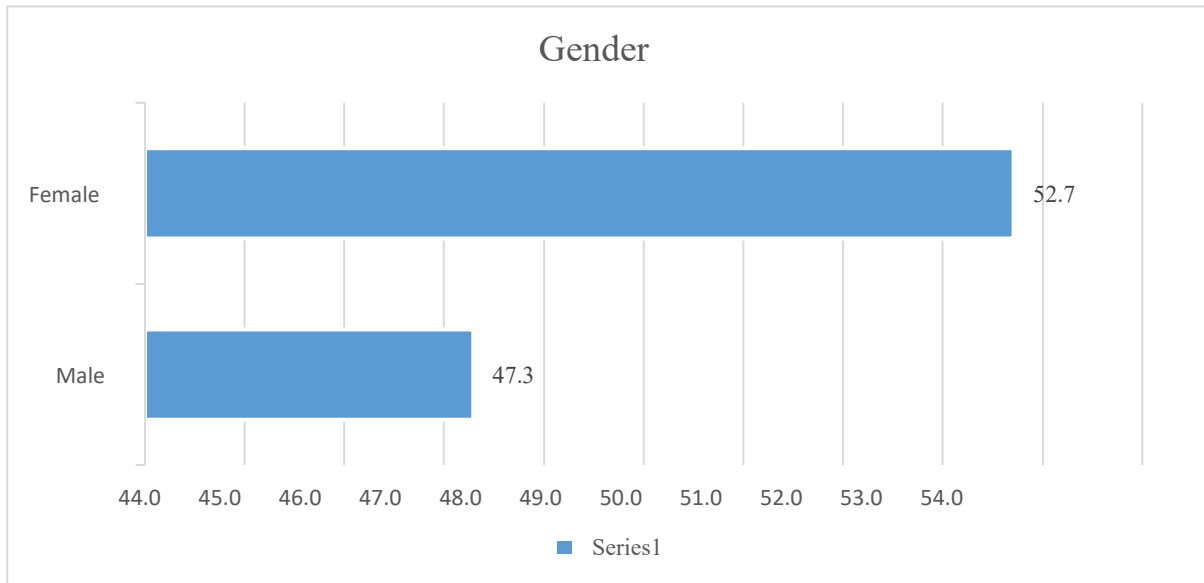


Figure 1: Gender

Figure 1 shows that the majority of respondents were female at 52.7% and male at only 47.3%.

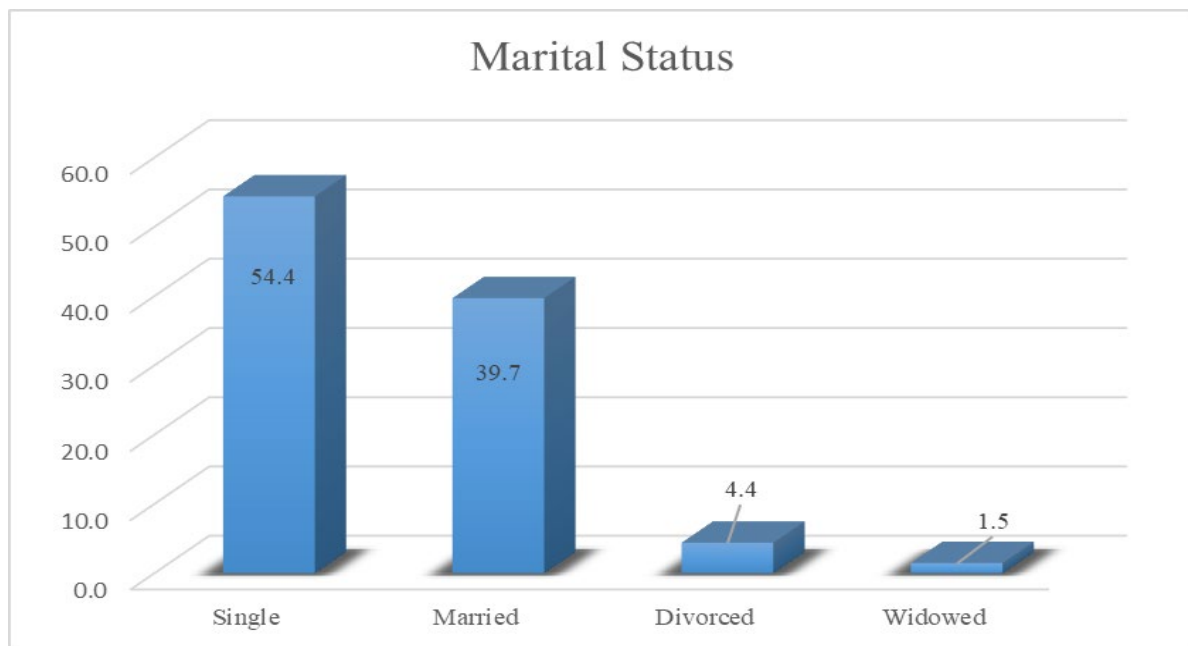


Figure 2: Marital Status

As seen in Figure 2, respondents were asked to indicate their marital status, majority (54.4%) are single, followed by 39.7% of those who are married and only 4.4% indicated that they are divorced. Lastly, only 1.5% of respondents indicated that they are widowed.

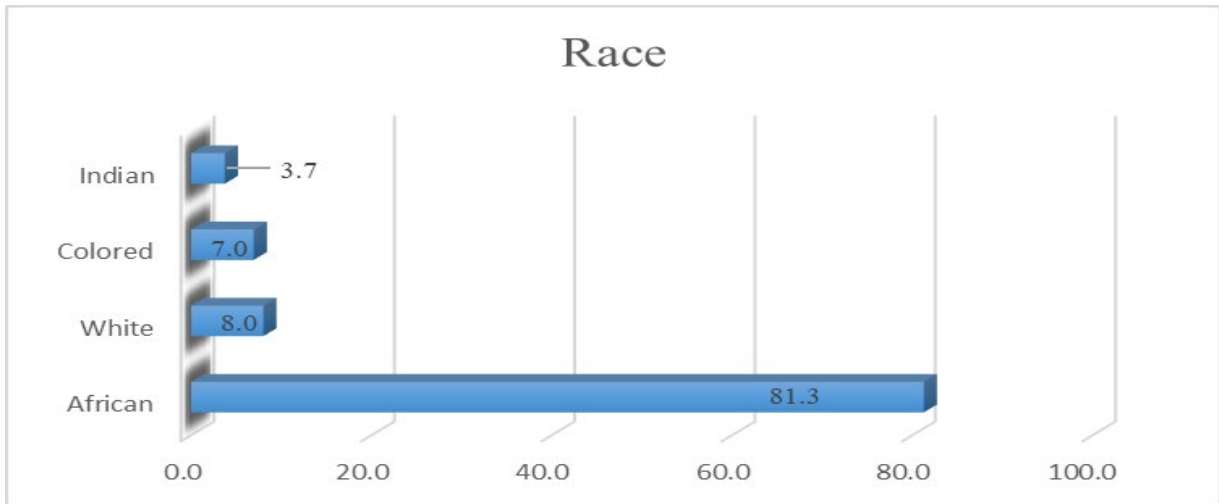


Figure 3: Race

Figure 3 indicates that majority (81.3%) respondents are Africans, followed by 8% of those who indicated to be White. About 7% of respondents are coloured and only 3.7% indicated to be Indian.

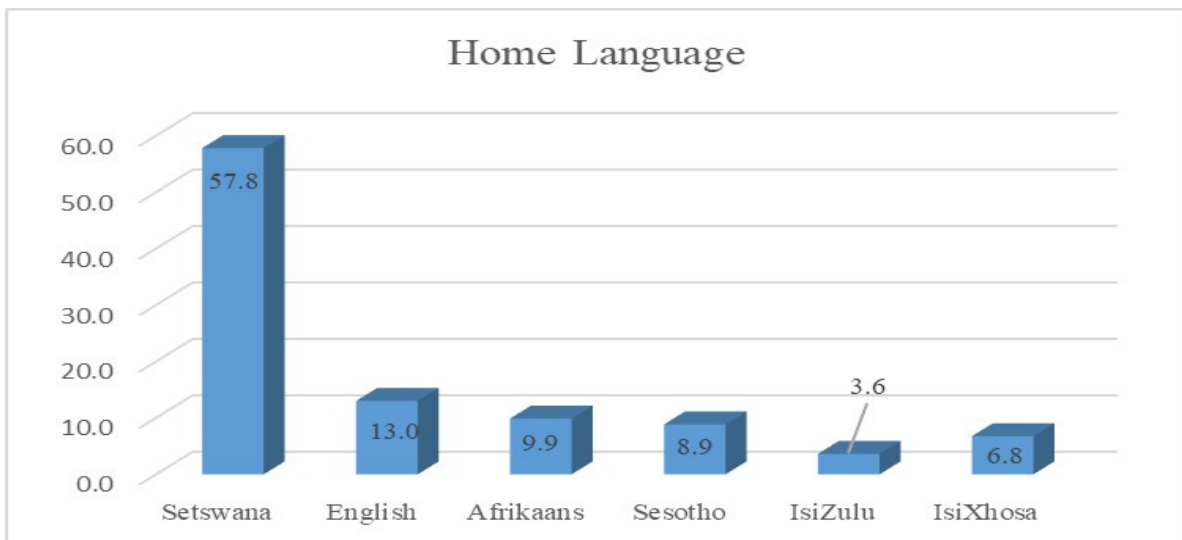


Figure 4: Home Language

Figure 4 shows that the majority (57, 8) of employees of the North West provincial department (Office of the Premier) who responded are Setswana speaking people, followed by those who speak English at 13%. Afrikaans speaking people who responded were 9, 9% and Sesotho speakers who responded were pegged at 8, 9%, the IsiXhosa speaking accounted for 6.8 % while IsiZulu speakers accounted for only 3.6%. This shows that the majority of respondents were the Setswana speakers. This finding was not surprising because the North West province is predominantly a Setswana speaking province.

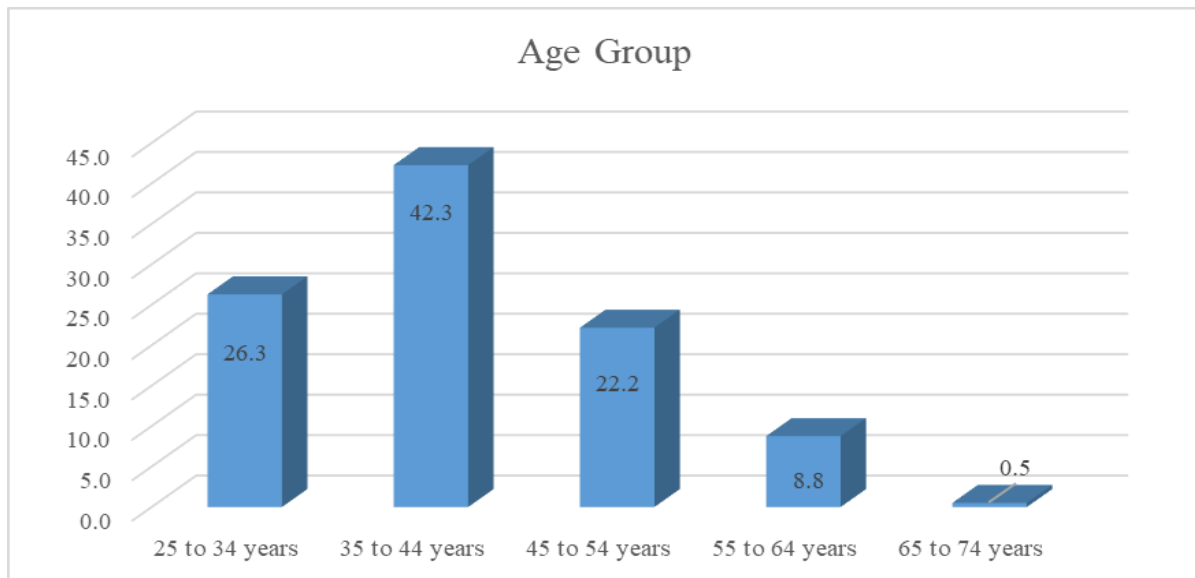


Figure 5: Age Group

Figure 5 indicates that the majority (42.3%) of the respondents' working experience ranged between 6 to 30, followed by 6% of those who were between the age of 31 to 35 and 41 to 45 respectively. About 5% of respondents were between the ages of 36 to 40, followed by 2% of those who were between the age of 46 to 50 and less than 25 respectively. Lastly, only 1% of respondents indicated that they were above 51 years of age.

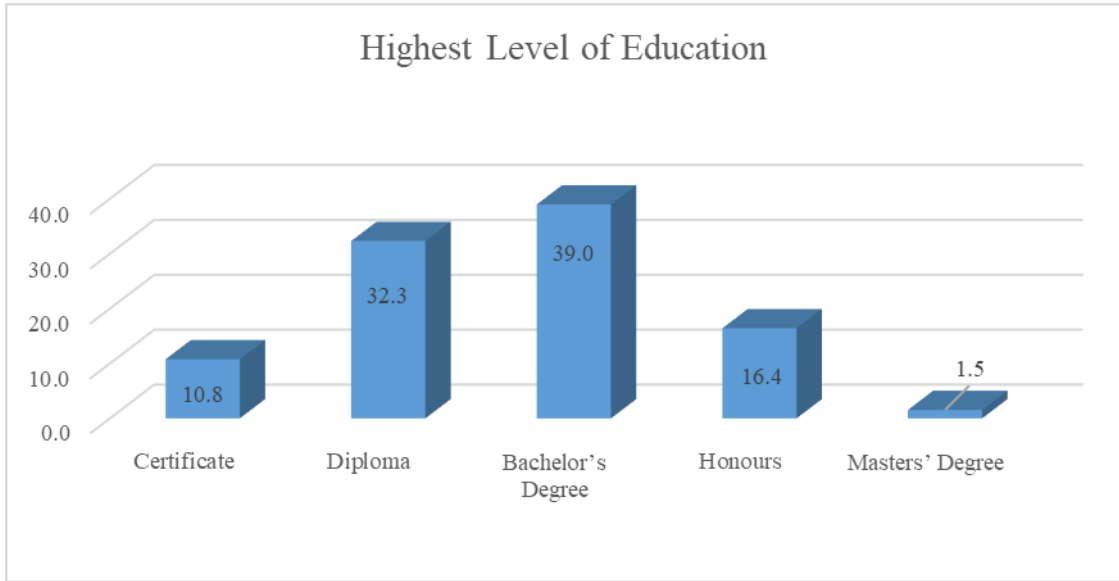


Figure 6: Highest Level of Education

Figure 6 shows that the majority of respondents (39%) indicated that they obtained bachelor's degree, 32.3% of respondents had diploma, followed by 16.4% of those who have honours degree and 10% of those who have certificate. Only 1.5% of respondents had a Masters' degree.

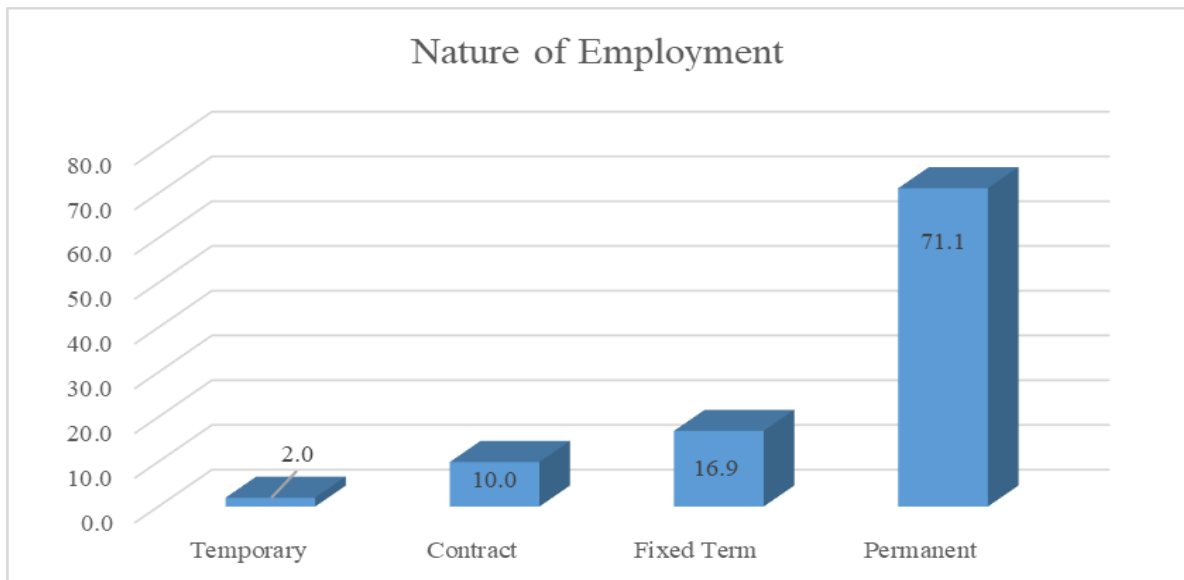


Figure 7: Nature of Employment

Figure 7 shows that the majority (71.1%) of the respondents are permanent employees. Followed by 16.9% of the respondents who are fixed term employees. About 10% of the employees are contract. Lastly, only 2% of respondents indicated that they were temporarily employed.

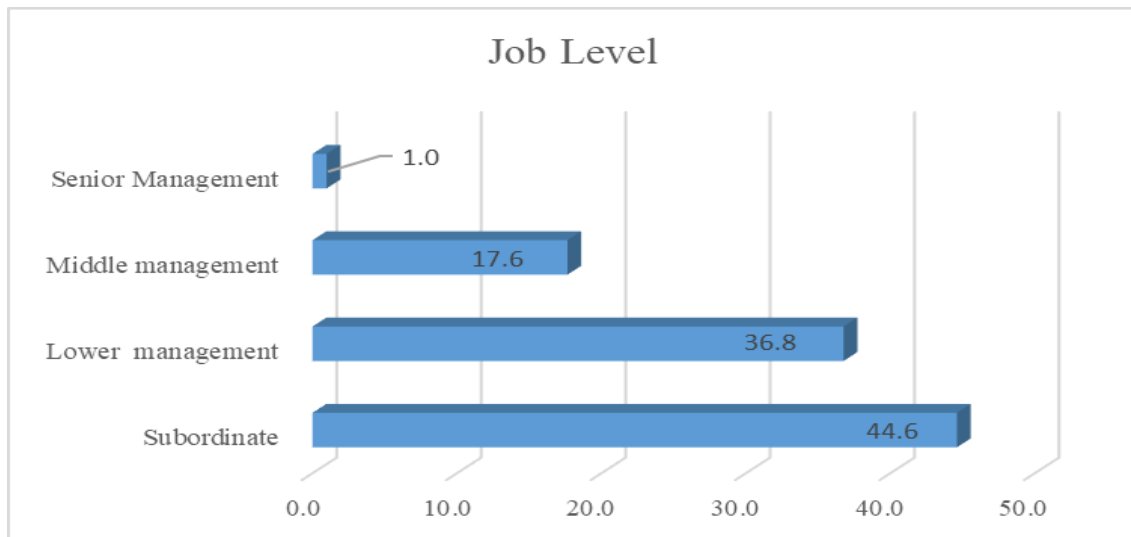


Figure 8: Job Level

Figure 8 shows that the majority (44.6%) of the respondents worked as subordinates, followed by 36.8% of the respondents who worked as lower management. About 17.6% occupied middle management position and lastly 1% of the respondents occupied senior management positions.

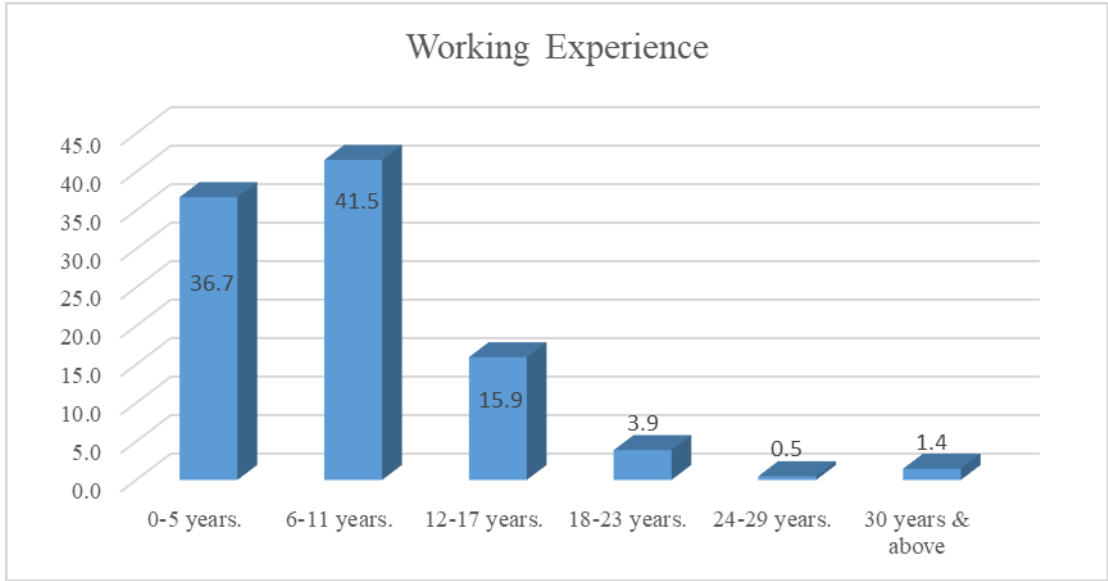


Figure 9: Working Experience

Figure 9 indicates that the majority (41.5%) of the respondents' working experience was between 6 to 11, followed by 36.7% of those who have working experience between 0 to 5. About 15.9% of respondents had working experience between 12 to 17 years, followed by 3.9% of those with working experience between 18 to 23 years, followed by 3.9% of those with working experience of 30 years and above. Lastly, only 0.5% of respondents indicated that they had working experience between 24 to 29 years.

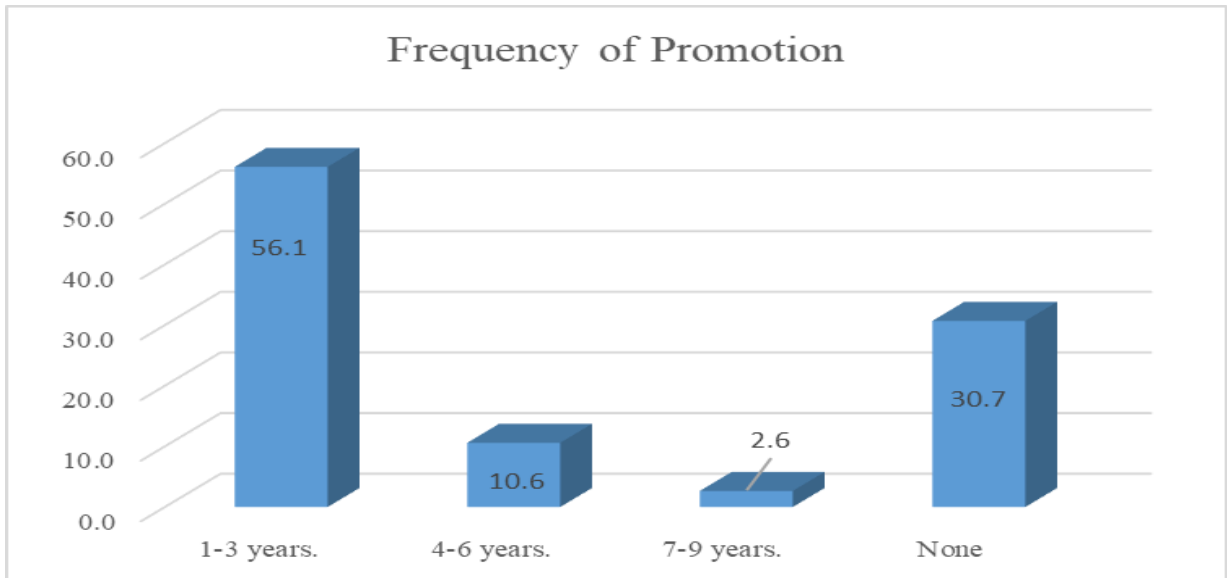


Figure 10: Frequency of Promotion

Figure 10 indicates that the majority (56.1%) of the respondents were promoted between 1 to 3 years, followed by 30.7% of those who were not promoted since joining the organisation.

About 10.6% of the respondents were promoted between 4 to 6 years. Lastly, only 2.6% of respondents indicated that they had been promoted between 7 to 9 years.

Research Procedure

The researcher was granted ethical clearance and permission through a formal letter from the University for the distribution of questionnaires. A request letter was sent to the North West provincial department and was subsequently approved by the Head of Human Resources. Questionnaires were administered from office to office with a clear explanation and participation was voluntary and anonymous.

Measuring instrument

In terms of the measuring instrument, an Organisational Commitment Questionnaire (OCQ), which was used to collect data about how accurate the items were for participants. Items such as “One of the major reasons I continue working for this department is that leaving would require considerable personal sacrifice and even if it were to my advantage, I do not feel it would be right to leave,” were graded by allocating numbers from 1-4, i.e.: (strongly agree [1], disagree [2], agree [3] and strongly agree [4]).

Statistical analysis

This section presents an analysis of data obtained by a questionnaire administered on employees, ranging from subordinates to senior management and the data from the questionnaire is presented and analysed to provide answers to the research questions. The analysis was done using descriptive statistics to describe the demographic variables of the participants. Descriptive statistics was also used to measure the effects of career orientation on organisational commitment and performance of the North West provincial department (Office of the Premier) under the study. The overall scores on the individual items of the affective commitment scale are summarised through descriptive statistics.

Table 1: Descriptive statistics of the items of the Affective scale (n = 211)

	Mean	Std. Dev.
I would be very happy to spend the rest of my career in this department.	2.58	.674
I really feel as if this department's problems are my own.	2.64	.746
I do not feel like 'part of my family' at this department.	1.97	.785
I do not feel 'emotionally attached' to this department.	2.70	.787
This department has a great deal of personal meaning for me.	2.91	.672
Right now, staying with my job at this department is a matter of necessity as much as desire	2.98	.654
I believe I have too few options to consider leaving this department.	2.99	.638
One of the few negative consequences of leaving my job at this department would be the scarcity of available alternative elsewhere.	2.98	.710
One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice	3.02	2.074
Overall scale	2.77	0.482

Table 1 presents the mean scores on each of the items as well as the standard deviation.

In the scores presented in table 1 above, a low score indicates disagreement (1), and a high score indicates agreement (4). The scores on the Affective Commitment scale are high according to the data presented in table 1. Another approach used in the current study is to present data in graphical presentation of results to examine the percentage respondents who agree (3 and 4 on the scale) to each statement.

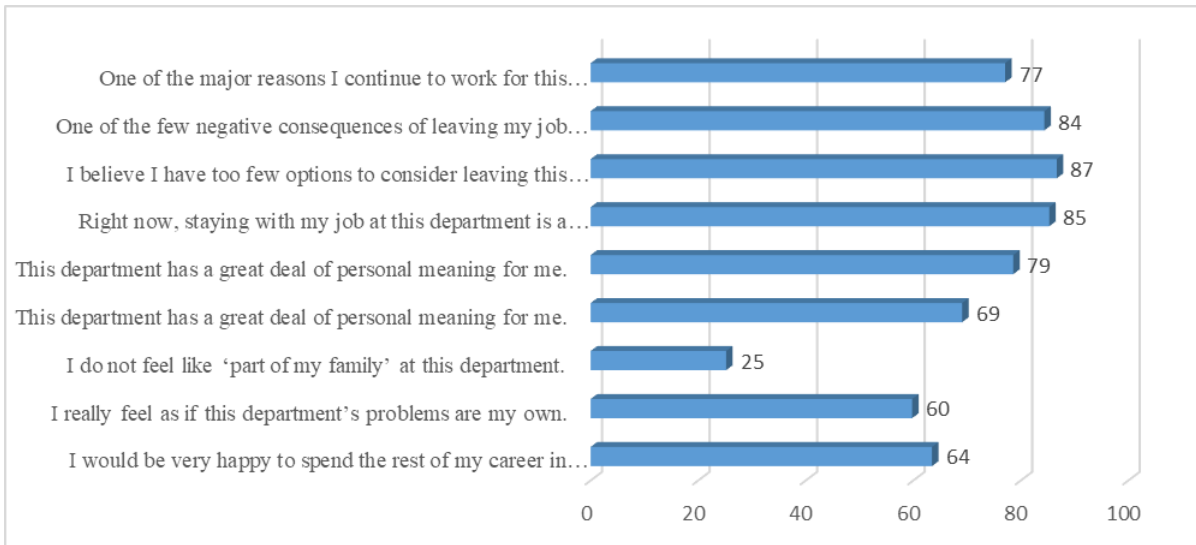


Figure 11: Percentage agreement to the items of the Affective scale (n = 211)

Figure 11 indicates the percentage agreement on each statement. Based on the data presented in the figure above, 77% of the respondents agreed that one of the major reasons they continued working for their department was that leaving would require considerable personal sacrifice. 84% of respondents agreed that one of the few negative consequences of leaving their job at this department was the scarcity of available alternatives elsewhere.

The majority, 87% of the respondents agreed that they believed they had too few options to consider leaving their current department. 85% of the respondents indicated that staying with their job at their current department was a matter of necessity as much as desire. 79% of the respondents agreed that their current department had a great deal of personal meaning for them. 25% of the respondents agreed that they did not feel like 'part of my family' at this department. 60% of the respondents agreed that they really felt their department's problems as their own. Most 64% of the respondents agreed that they would be very happy to spend the rest of their careers in this department.

Table 2: Significant differences between the age groups: Analysis of variance

	F-Value	P-value
I would be very happy to spend the rest of my career in this department.	1,481	0,21
I really feel as if this department's problems are my own.	1,956	0,103
I do not feel like 'part of my family' at this department.	1,526	0,196
This department has a great deal of personal meaning for me.	3,491	0,009
Right now, staying with my job at this department is a matter of necessity as much as desire	2,47	0,046
I believe I have too few options to consider leaving this department.	1,265	0,285
One of the few negative consequences of leaving my job at this department would be the scarcity of available alternative elsewhere.	2,66	0,034
One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice	3,107	0,017
Overall	4,127	0,003

In terms of the overall score on affective organisational commitment, there is a significant difference between the different age groups as the p-value is greater than 0.05 ($p = 0.003$). Furthermore, there are some differences in terms of individual items, and these include:

- Right now, staying with my job at this department is a matter of necessity as much as desire ($p = 0.009$): Respondents older than 55 to 64 would be significantly more likely to be 'staying with my job at this department is a matter of necessity as much as desire
- One of the few negative consequences of leaving my job in this department would be the scarcity of available alternatives elsewhere ($p = 0.046$): Younger respondents aged 25-34 are least likely to associate with the company's problem.
- This organisation has a great deal of personal meaning for me ($p = 0.034$): As with the company's problems, the younger respondents of 25-34 years do not view the organisation as having much personal meaning for them.
- One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice ($p = 0.017$): As with the company's problems, the younger respondents of 20-29 years do not view the organisation as having much personal meaning for them.

Table 3: Mean scores of males and females on Affective Organisational commitment

	Gender	
	Male	Female
I would be very happy to spend the rest of my career in this department.	2,46	2,68
I really feel as if this department's problems are my own.	2,56	2,71
I do not feel like 'part of my family' at this department.	2,04	1,91
This department has a great deal of personal meaning for me.	2,72	3,05
Right now, staying with my job at this department is a matter of necessity as much as desire	2,87	3,05
I believe I have too few options to consider leaving this department.	2,91	3,03
One of the few negative consequences of leaving my job at this department would be the scarcity of available alternatives elsewhere.	2,85	3,07
One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice	2,78	3,22
Overall	2,74	2,80

In Table 3, a comparison of males and females is done on the affective organisational commitment items and total scale score. The mean scores are presented graphically, and the differences tested for significance by means of a t-test for independent measures. The t-test information is presented in table 4 below.

Table 4: Significant differences among male and female on Affective Organisational commitment commitment: t-tests

	t-value	p-value
I would be very happy to spend the rest of my career in this department.	-2,325	0,021
I really feel as if this department's problems are my own.	-1,439	0,152
I do not feel like 'part of my family' at this department.	1,14	0,255
This department has a great deal of personal meaning for me.	-0,609	0,543
Right now, staying with my job at this department is a matter of necessity as much as desire	-1,876	0,062
I believe I have too few options to consider leaving this department.	-1,361	0,175
One of the few negative consequences of leaving my job at this department would be the scarcity of available alternative elsewhere.	-2,126	0,035
One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice	-1,472	0,143
Overall	-0,94	0,348

Table 4, presents some differences between male and female responses. The significant differences are on the question "I would be very happy to spend the rest of my career in this department ($p= 0.021$). It appears females are less likely to discuss the organisation than men. For example, this is how the females scored on the statement: This department has a great deal of personal meaning for me ($p=0.001$). It also appears that women are less likely to see the organisation's problem as their own. This is reflected by their response to the following statement: One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice ($p=0.035$). It also appears that women are less likely to see the organisation's problem as their own.

Results

The study results revealed that most respondents (77%) agreed that one of the primary reasons they continued working for their department was that leaving would require considerable personal sacrifice. The study further showed that 84% of respondents agreed that one of the few negative consequences of leaving their job in their respective departments would be the scarcity of available alternatives elsewhere. Aziz et. al., (2021) conducted a similar study and gleaned findings that concur with this study's results.

The majority (87%) of respondents indicated that they believed that they only had a few options to consider leaving their current department. Notably, this supports an earlier report by (Jain and Sullivan, 2019). Furthermore, 85% of the respondents showed that staying with their job at their current department was a matter of necessity. Otuohere, (2021), indicates that continuance commitment refers to an awareness of the costs associated with leaving the organisation.

It was also interesting to find that 75% of the respondents agreed that their current department had a great deal of personal meaning for them. Oh, (2019) argues that this type of commitment refers to organisational commitment that occurs when employees fully believe in the organisation.

Only 25% of the respondents agreed that they did not feel like 'part of my family' at this department. At the same time, 60% of the respondents feel that their department's problems are their own. 64% of the respondents from the ages of 25-34 said they would be pleased to spend the rest of their career in the department. This outcome concurs with other researchers who indicate that Employees' organisational commitment could be considered an employee's desire to remain in the organisation (Soenanta, Akbar & Sariwulan, 2020). Furthermore, this desire can be demonstrated by the employee obligating themselves to the organisation and complying with the organisational goals and values (Soenanta et al., 2020).

Younger respondents aged 25-34 are least likely to associate with the company's problem. However, this organisation has a great deal of personal meaning for us ($p = 0.034$): As with the company's problems. According to Somers, Birnbaum and Casal, (2019), employees with this kind of commitment have a feeling of duty toward s the organisation. Thus, they will stay in the organisation because they like it (Nguyen, 2020).

Furthermore, this age group indicated that one of the major reasons to continue working for their department is that leaving would require considerable personal sacrifice. This supports the findings of Qing, Asif et. al., (2020), who indicates that a more committed employee is less likely to quit or withdraw from work and is more willing to make sacrifices for the organisation.

Respondents older than 55 to 64 indicated that staying with their job at their department was a matter of necessity as much as desire; they were afraid of leaving their work because of the scarcity of available alternatives elsewhere. This resonates with the observation by Otuohere (2021) who explained continuance commitment and referred to an awareness of the costs associated with leaving the organisation.

Findings

Regarding age and organisational commitment, the present study shows that the majority of older employees demonstrate positive relationships with organisational commitment. This is supported by the findings of Elkhdr and Aimer (2020) and Gasengayire and Ngatuni (2019), where they indicated that older employees are more committed to the organisation and reported significantly higher job satisfaction and organisational commitment than their younger counterparts.

Furthermore, younger employees can leave the organisation anytime because of future job opportunities. Malik (2020) indicates that such employees are not committed, reliable, or even loyal to the organisation, unlike the older employees who have invested much in the organisation and their turnover intention fades with the years of job tenure.

Respondents from 55 to 64 indicated that staying with their job at their department was a matter of necessity as much as desire; they are afraid of leaving their work because of the scarcity of available alternatives elsewhere. This dovetails Ngatuni and Gasengayire (2021) 's observation that older employees may be committed to the organisation not because they feel satisfied with the job and its aspects but because of the fear of losing the value of these side bets should they decide to quit.

Based on experience and organisational commitment, the present study established that older employees who have been in the job for a long time were more likely to be better committed to the organisation than newer and younger employees. According to Roberts, (2020) the

benefits of older employees include their experience, professionalism, work ethic, lower turnover, and knowledge. This provides a significant advantage for organisations in increasing organisational performance and effectiveness.

In terms of gender and organisational commitment, the present study revealed that Females were less likely to discuss the organisation compared to men who seemed more forthcoming with answers when asked about the organisation. Interestingly, most respondents were female (52.7%), while males accounted for only 47.3%. This finding, therefore, reflects the complexity of gender dynamics as far as openness about organisations is concerned. In the same vein, Memon, Cooper, and Wheeler (2019), established that women also felt that it was inappropriate to talk in public.

Overall, respondents indicated that the department had a great deal of personal meaning for them. However, women were also less likely to see the organisation's problem as their own. This is reflected by their response in the following statement: "One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice." Thus, it also appears that women are less likely to see the organisation's problem as their own.

This is supported by Peterson, Fanimokun, and Smith (2019), who indicated that organisational commitment was found to be higher among men than women in four countries (Australia, China, Hungary, Jamaica) and higher among women than men in two countries (Bulgaria and Romania).

Discussions

The study's results revealed that most respondents (77%) agreed that one of the primary reasons they continue to work for their department is that leaving would require a considerable personal sacrifice. In addition, the study showed that 84% of respondents agreed that one of the few negative consequences of leaving their job at their respective departments would be the scarcity of available alternatives elsewhere. When employees work for a long time in the organisation, they will not easily leave because of their needs and necessities (Aguinis, 2019).

The majority (87%), of respondents indicated that they believed that they only had a few options to consider leaving their current department. Furthermore, many (85%) of the respondents showed that staying with their job in their current department is a matter of necessity. It was also interesting to find that 75% of the respondents agreed that their current department had a great deal of personal meaning for them. Wang, Albert, and Sun, (2020) confirm that such individuals are psychologically and emotionally dedicated, and that they experience meaning in their work and congruence between their own and the organisation's goals and values.

25% respondents agreed that they do not feel like 'part of my family' at this department. At the same time, 60% of the respondents felt that their department's problems were their own. Sixty-four per cent (64%) of respondents in the 25-34 age cohort they would be pleased to spend the rest of their career in the department. According to Somers, Birnbaum and Casal, (2019), employees with this type of commitment have an emotional connection with the organisation.

Younger respondents aged 25-34 associated with the company's problems and indicated that the organisation had a significant personal meaning for them. This is supported by Soenanta, Akbar & Sariwulan, (2020) who indicate that affective commitment is an employee's emotional attachment to their organisation and feeling themselves part of their organisation. Thus, they will stay in the organisation because they like it (Nguyen, 2020).

Furthermore, this 25 – 34 age group indicated that one of the major reasons to continue working for their department is that leaving would require considerable personal sacrifice. This supports the findings of Qing et. al., (2020), who indicates that the more committed employee is less likely to quit or withdraw from work and is more willing to make sacrifices for the organisation.

Younger respondents aged 25-34 are least likely to associate with the company's problem. However, this organisation has a great deal of personal meaning for me ($p = 0.034$): As with the company's problems, younger respondents of 25-34 years do not view the organisation as having much personal meaning. One of the primary reasons I continue to work for this department is that leaving would require considerable personal sacrifice. These concur with Otuohere (2021)'s observation when he explained continuance commitment and refers to an awareness of the costs associated with leaving the organisation.

Respondents older than 55 to 64 indicated that staying with their job at their department was a matter of necessity as much as desire; they were afraid of leaving their work because of the scarcity of alternatives elsewhere. This agrees with Otuohere (2021)'s observation who explained continuance commitment and referred to an awareness of the costs associated with leaving the organisation.

The study established that younger respondents (aged 20-29) do not view the organisation as having much personal meaning for them. Consequently, they are not committed, reliable, or even loyal to the organisation.

Recommendations

It is recommended that during recruitment and selection processes, Human Resource Practitioners must consider candidates aged between 25-34 since they are healthy potential future employees of the organisation in terms of their responses where 64% agreed that they would be very happy to spend the rest of their career in the department. They associated with the company's problems and indicated that the organisation had a great personal meaning for them. Birhane (2021) asserts that recruitment is about selectivity in staffing to ensure that the right employees are selected for the organisation and that this involves extensive and intensive processes of recruitment and selection according to predetermined and standardised methods and techniques.

Based on the findings of this study, it is further recommended that older and experienced employees (55-64) must be used for internal training and development. Armed with experience, they can sharpen the knowledge and skills of 25-34 aged employees. In addition, effective training programs can lead to greater commitment and less employee costs since training is a tool that can assist organisations in building a more committed and productive workforce. This is important because training, and development are crucial strategic tools for the effective improvement of individual and organisational performance.

The findings showed that the younger respondents of 20-29 and 25-34 years do not view the organisation as having much personal meaning for them. Therefore, the study recommends that the organisation motivates and encourages this group to have a different picture of their workplace to be committed and stay longer in the organisation. Motivated employees tend to be

more committed as employees and feel that they are an integral part of their organisation.

Future studies could look at nuanced ways to nurture and sustain organisational commitment amongst all employees within an organisation. Additionally, future researchers could use a larger sample as the present study only used a relatively smaller sample of 300 respondents. A larger sample will make the findings more generalisable.

Limitations

The data for this study was initially planned to be collected from 5th to the 31st of March 2020. However, due to unforeseen circumstances, the researcher started collecting data on the 5th of March 2020, but this process was also hampered by the advent of Covid-19 which led the country to a lockdown that was implemented from the month of March. An extension was requested, and the process of data collection continued during the month of September 2020 and was completed during the same month of September. This caused a delay for the study to be completed within the anticipated timeframe. The other limitation of this study relates to the sample size. The initial sample size that was planned for this study was 300. Although the researcher distributed 300 questionnaires only 217 were returned. Out of this 217 three were spoiled questionnaires and could not be used. Thus, the researcher used 214 questionnaires which were nonetheless considered enough to yield the data required.

Conclusion

This study set out to investigate the nature of organisational commitment focusing on perceptions of employees of the North West provincial department (Office of the Premier), regarding their level of organisational commitment. Most importantly the study provided pertinent information regarding organisational commitment according to age, gender, and tenure (number of years in the organisation). What makes this article and its findings even more significant is that it provides empirical evidence that shows age has a bearing on organisational commitment. The empirical evidence reveals the significance of gender based on employees talking openly about the organisation.

By examining organisational commitment using empirical research of this nature, this study established that employees' level of commitment was linked to a lack of alternative sources of employment and that attempting to leave their present department would require a lot of personal sacrifices. This was especially true for the older respondents aged between 55 and 64 years because the older one becomes, the fewer job opportunities become available. Naturally, most employers would prefer to invest in younger employees as they have more chances of staying with the company longer than older employees who are nearing retirement.

The aspect of belongingness also loomed large in the study's findings, with some employees saying that they "did not feel like part of the family." This finding resonates with previous studies that link organisational commitment and age (Setsena, Botha, & Paul-Dachapalli, 2021). The study also established that younger employees (aged 25-34) were less likely to associate with the company's problems. As such, the organisation did not appear to have a great deal of personal meaning for them. This lack of meaningful attachment to the company will most certainly affect the level of commitment of such a group. It is therefore instructive that companies must consider efforts to increase commitment levels in younger employees.

Ultimately, it can be inferred that a committed employee is likely to have a positive attitude about the organisation and is more likely to be more productive because of that sense of belonging or connection with the organisation and its goals.

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CHAPTER 4: ARTICLE 3

ORGANISATIONAL PERFORMANCE

D.K. MOTSAATHEBE

PROF. M.A. MOLEFI

ABSTRACT

Orientation: Organisational performance is crucial for the success of every organisation. Poor organisational performance presents a huge challenge that can prevent organisations from reaching their goals. As such, increasing organisational performance is very important for all organisations.

Research purpose: This article explored the employees' perceptions of the Office of the Premier, North West Province regarding organisational performance. It is, therefore, a useful article to both managers and researchers as it reveals how employees' perception of the organisation affects organisational performance.

Research approach, design, and Method: A descriptive measure was used with a stratified random sample (N = 214). The Roast sample calculator was used to determine the appropriate sample (Raosoft, 2004) and sample size of n = 300 was drawn from the population, calculated at 95% confidence level. Only 214 questionnaires were returned. The reliability was confirmed by using Chi-square / Pearson's chi-square test as a descriptive statistical analysis for performance. An exploratory factor analysis was used to determine the underlying factor structure of the variables.

Main findings: The study established that the majority of employees believed that their department/organisation was performing better than others that were engaged in similar functions. The aspect of training and skills acquisition was highlighted as one of the most important drivers of the employees' positive perception of organisational performance. Furthermore, older employees tend to rate their organisation positively (i.e., somewhat better, or much better) compared to younger employees. This could be seen in the context of these employees having been exposed to training within the organisational culture for a long time compared to younger ones who were at the entry-level of their careers.

Practical/managerial implications: The perception of employees provides incisive insights into the organisational performance and aspects that could be privileged by management, such as training and upskilling of employees.

This finding resonates with research by Abdurakhmanova et. al., (2020), which concurs that the training of employees would result in an increase in productivity. The benefit of training is not limited to the organisation, but to the employees as well by accommodating those with the expertise needed to meet the modern advancement in the work fields (Field, 2020).

Contribution: This study makes an important contribution to the literature on organisational performance from the viewpoint of employees. Unlike this empirical study, much of the research on organisational performance tends to look at the issue from a theoretical perspective. Therefore, this study fills an important gap as it is one of the only few studies that consider the phenomenon of organisational performance from the perspective of employees.

Keywords: Performance, Organisational performance, Staffing selectivity, Employee performance

Introduction

The purpose of this article is to explore the employees' perceptions of the North West provincial department (Office of the Premier) regarding organisational performance. Organisations play an important role in our daily lives and therefore successful organisations represent a key ingredient for developing nations (Walter, 2021). The main task of an organisation's structure is to provide an environment that encourages people to work in addition to coordinating their efforts to ensure higher levels of organisational performance (Aluko, 2019). For that reason, it is important for organisations to outperform their competitors in any business.

Companies need to cope with a growing number of challenges arising from their environment. Nowadays, continuous high performance is the objective of most firms. This is because it is only through performance that companies can develop and enjoy meaningful progress (Taouab & Issor, 2019). According to Walter (2021), competition has become increasingly dynamic, driving companies to react with the same speed, making the necessary adaptations and changes. As a result, the race for market participation requires companies to closely monitor their performance to beat their competitors. Such a competitive advantage has a major impact on the profitability of the companies (Walter, 2021). This study explores how employees at the North West provincial department perceive organisational performance within their organisation.

Management faces an enormous challenge of achieving and maintaining high performance and productivity in an organisation. Subsequently, poor performance has an impact that can lead to negative long-term consequences for the economy, development, and growth (Porumbescu, Neshkova, & Huntoon, 2019). Consequently, increasing organisational performance is very important for all organisations.

Taouab and Issor (2019), indicate that to survive in a competitive business environment, every firm should operate in conditions of performance. The core task of an organisation's structure should provide an environment that encourages people to work in addition to coordinating their efforts to ensure higher levels of organisational performance (Aluko, 2019). Accordingly, it is important for organisations to outclass their competitors in any business.

Companies need to cope with a growing number of challenges arising from their environment and increase their ability to adapt. This is because it is only through performance that

companies can experience development and progress (Taouab & Issor, 2019). Organisations play an important role in our daily lives and therefore successful organisations are key ingredients for developing nations (Walter, 2021).

Notably, competition has become increasingly dynamic, driving companies to react swiftly by making necessary adaptations and changes (Walter, 2021). As a result, the race for market participation requires companies to closely monitor their performance indicators to assess whether processes and activities are being performed satisfactorily to beat their competitors. Such a competitive advantage has a major impact on the profitability of the companies (Walter, 2021). The significance of this article therefore lies in the fact that the perception of employees provides incisive insights into the organisational performance and aspects that could be prioritised by management.

Definition of concepts

Performance

According to Thakur and Sharma (2019), performance is the attained result of skilled workers in some specific situations. For Walter (2021), performance is dynamic, requiring judgment and interpretation and may be illustrated by using a causal model that describes how current actions may affect future results. Sunarsi, (2020) explained it as the result of work in quality and quantity achieved by an employee in carrying out the duties in accordance with given responsibilities. However, Jumady and Lilla, (2021) indicate that performance is the achievement level of the mission at the workplace that develops an employee's job.

Organisational performance

Idris (2020) sees organisational performance as the collective performance of individual employees whereas an individual employee performance is defined as “an evaluation of the results of a person's behaviour: determining how well or poorly a person has accomplished a task given”. Research has established that motivation, personality, and ability are the important factors affecting employees' performance for example, (Oyemomi et al., 2019) view

organisational performance as the individual perception of organisational efficiency by employees. Oyemomi et. al., (2019) add that organisational performance can be defined as company's performance in relation to its goals and objective.

Employee performance

Employee performance is defined as the degree to which an employee's productivity satisfies the company's performance criteria. Johari and Jha (2020) stipulate that employee performance is the measurement of how well or poorly an employee has accomplished a given task. Clearly motivation, personality, and ability can influence an employee's performance. On the other hand, Van Dijk and De Waal (2020) indicate that the level of employee performance is highly determined by the level of commitment which an employee has toward their organisation and its values.

Literature review

Organisational performance

Research has proven that employees who feel appreciated in their jobs tend to be more productive and perform at a higher level than those who are less appreciated (Li, Bonn, & Ye, 2019). However, organisational performance is debatably the most significant indicator of organisational achievement and one of the most important variables in management research (Oyemomi et al., 2019).

As Contu (2020) observed, organisational performance represents the degree to which the organisation, with some informational, financial, and human resources, positions itself effectively in the business market. Organisational performance is a sign of the capacity of performing various assessments in business, financial, and effective organisation (Alshammari, 2020).

Saffar and Obeidat (2020) further contend that one of the consequences of the influence of organisational performance on the actions of businesses is the increase in the number and variety of the means and methods to accurately measure the performance and, gradually establish an important research field for both companies and academics. Apart from

organisational performance, organisational success also relates to employee skills levels, personnel development, quality of strategic planning and the ability to understand and adapt to the nature and dynamics of the business environment (Duchek, 2020).

Managers now understand that an organisation becomes successful if it accomplishes its goals positively by using a minimum of resources efficiently (Walter, 2021). According to Ciobanu, Androniceanu, and Lazaroiu, (2019), human resources practices in an organisation contribute to organisational performance, hence organisational performance can be explained as the individual perception of organisational efficiency by employees.

Employee performance

Employee performance has been considered the important aspect for the industry to pay attention to due to its significant impact on the company's growth and development (Diamantidis & Chatzoglou, 2019). Therefore, most of the organisations managing contemporary challenges put more emphasis on employee performance.

Additionally, Nazir et. al., (2019) view employee performance as the way in which employees accomplish organisational set goals. It relates their interpersonal behaviours to organisational norms in an efficient manner. In that sense, timely, effective, and efficient completion of mutually agreed upon tasks require organisations to give top priority to employee performance.

In general, employee performance is impacted by three variables: firstly, the factor inside the employee, which is the self-efficacy; secondly, the factor in the firm's work environment (Palvalin, 2019); and thirdly, the influence from outside the company (Diamantidis & Chatzoglou, 2019).

Perceived organisational performance

Gross, Thaler, and Winter (2019) indicate that the concept of perceived organisational performance precisely refers to the subjective measurement of employee insights concerning an organisation's overall performance when related to the competitors in the same sector.

Perceived organisational performance may be closely associated with approach and compensation systems that directly affect the attitudes of employees within an organisation.

To enhance organisational performance, it is important for management to understand and find different sources of leadership that will lead to improved organisational performance (Lazarova et. al., 2021). Better performance depends on the overall performance of the organisation that is directly linked with human resources, in other words, employees.

Although technology is important as it has a great impact on organisational performance in several ways, people are the necessary human resources whose knowledge and performance are important for advancing the purpose, mission, and strategies of an organisation (Gross, Thaler, & Winter, 2019).

Staffing selectivity

According to Makarius and Stevens (2019), staffing selectivity is defined as the extent to which the organisation hires a small proportion of applicants. When designing staffing strategy, HR professionals should be mindful of the fact that the selection system is sophisticated. Faced with turnover problems and limited resources, managers should increase the quality and size of applicant pools rather than improve their selection instruments.

Birhane (2021) state that selectivity in staffing involves extensive and intensive processes of recruitment and selection according to predetermined and standardized methods and techniques which have a strong influence on the selection of skilled employees. As Birhane (2021) asserts, incompatibility between the individual and the organisation can hurt performance levels. Thus, component selectivity in staffing is crucial to the overall success of the organisation. Hence Birhane (2021) insist that the processes of recruitment and selection also have a strategic role regarding the social reproduction of the organisation of the employees.

In addition, although selection systems are needed to provide a continuous stream of qualified employees that can meet day-to-day operational demands (leading to a focus on individual-level validation studies) staffing specialists might also focus on human capital “stocks and

flows,” which have been conceived as having greater potential as a source of sustained competitive advantage (Makarius & Stevens, 2019).

Employee skills

Slack, Byers and Thurston (2020) confirm that when explaining productivity ratings in the case of older workers, soft skills (e.g., social skills, management skills, reliability and loyalty) were the most influential factor, hard skills (e.g., creativity, physical health, new technology skills, willingness to learn and flexibility) played a smaller role. In the case of younger workers, the relationship was reversed.

Kanwar, Balasubramanian, and Carr (2019) further acknowledge that lifelong learning is necessary for hard skills development, it allows updating and improvement of new technology skills, and it maintains the ability to learn. An increase in training investments is linked to a significant increase in revenue per employee; marginal returns to training are increasing firm size and as a result, large firms benefit more from training.

Employee skills and training

The purpose of training is to emphasize the growth and development of personnel which aims at assisting employees to have adequate knowledge and skills to perform more efficiently (Piwowar-Sulej, 2021). In addition, the training is not only for the newcomers but also for the current employees. Ongoing training plays an important role in human resource development (HRD) which helps employees to adjust and adapt to rapidly changing task requirements (Rohim & Budhiasa, 2019). Consequently, the training programs are implemented for many purposes of organisation, such as replacement preparation, career objectives or promotion.

Rohim and Budhiasa, (2019) further affirm that training is used mainly for detailed work purposes while development goes beyond details development, and it is not concerned with only those activities which improve job performance, but also with those that project employee personality. Al Karim (2019) asserts that training and development are crucial strategic tools for the effective improvement of individual and organisational performance.

The benefit of training is not limited to the organisation, but to the employees as well by accommodating those with the expertise needed to meet the modern advancement in the work fields (Field, 2020). Training does not only develop the capabilities of the employee, but it also sharpens their thinking ability and creativity to enable the employees to make informed decisions timeously (Field, 2020).

Training also helps employees to effectively deal with customers' queries and complaints (Merkel, Ruokolainen, & Holman, 2019). As a result, to prepare employees to do their work as desired, organisations must deliver training to improve their employees' potential. Training of employees would result in an increase in productivity and economic growth, as it has a significant effect on the ability of the employees to perform effectively (Abdurakhmanova, Shayusupova, Irmatova & Rustamov, 2020).

Organisational performance and training

Training is a series of activities given to the employees in an effort to change their own way of thinking and improve their current knowledge, skills and performance of the organisation (Othman et. al., 2019); Khan & Abdullah, 2019). A training system that is properly organised is the cornerstone for important skills required to do diverse tasks (Othman et al., 2019).

Otoo, (2019) views training as a key strategy for human resource development, generating new skills in people and in achieving organisational objectives. Training can also be defined as “the systematic acquisition of skills, concepts, or attitudes that must result in improved performance of the trainee. According to Lomineishvili, (2021), training refers to the activities which provide new or current employees with the skills needed to perform their jobs.

Training is an aspect of capacity building in any organisation that is carried out to improve employee performance and to enable an organisation to meet its objectives (Muthee, & Genga, 2019). Sima et. al., (2020) point out that training is a type of activity that is planned, and systematic and its results improve the level of skills and knowledge which are necessary to perform work effectively. Moreover, Muthee and Genga (2019) specify that training can be stated as the methods which are conveyed to the employee in fulfilling the organisational goals.

Training has been defined as the trainee's behavioural influential process (Khan, Rahman, and Khan, 2021). The training effectiveness is the degree to which the training obtains the desired objectives (Sousa and Rocha, 2019). Furthermore, Sousa and Rocha (2019) advance the view that effective training is designed with the aim of teaching skills and behaviours which help the organisation achieve its goals. On the other hand, Khan, Rahman, and Khanm (2021) state that it is the organisation's efforts which are planned with the aim of helping employees acquire job-related competencies.

Researchers show that to achieve effective training outcomes, organisations should identify a training design(s) that is in accordance with the needs of its employees (Ozkeser, 2019). A study conducted by Katusiime (2019) in the Education Sector of Pakistan, established that employee training improves the level of knowledge and commitment, which eventually increase organisational performance.

Employee motivation

Among financial, economic, and human resources, the latter is more essential and has the capability to endow a company with a competitive edge as compared to others (Chepkemoi, 2021). Motivation makes an organisation more successful because provoked employees are constantly looking for improved practices to do work, so it is essential for organisations to encourage the motivation of their employees (Chepkemoi, 2021).

Therefore, the attitude and motivation of employees are important aspects highlighted by many scholars using empirical research. Mbhele (2019) for example found that one of the primary determinants of employees' efforts is job discretion through monetary rewards.

Incentive compensation

Employees are likely to stay where their capabilities, contributions and efforts are valued and appreciated (Febrianti & Se, 2020). Thus, Incentives are considered as one of the most important factors that encourage workers to put forth great efforts and work more efficiently.

This is because incentives and reward systems direct workers capabilities toward more efficiency in their work to achieve the institution's goals (Ali & Anwar, 2021).

Gutić Martinčić, (2020) demonstrates that incentive systems are important mechanisms for motivating employees to take the time needed to share knowledge and generate new ideas. Thus, managers could use both tangible (e.g., bonuses and one-off rewards) and intangible incentives (e.g., status and recognition) to motivate employees to share, create and apply knowledge (Gift & Obindah, 2020).

Compensation researchers from various disciplines agree that incentive compensation influences managerial behaviour and organisational outcomes, they also realize that its effects are quite complex (Elbardawil, 2019). Moreover, model of pay-person interaction built on this idea and predicted that executives' self-confidence would influence their responses to incentive compensation (Elbardawil, 2019).

According to Ali & Anwar (2021), individual compensation is highly admired, but people tend to have different views of their personal compensation compared to the view of the management of the company. Compensation programmes include everything that is in relation to the amount of the reward employees get (Da Cruz Carvalho, Riana & Soares, 2020).

Reward and Compensation

Reward and compensation support all kinds of pay or reward which increase their employment opportunities (Mosquera, Soares, & Oliveira, 2020). This source says the reward may be anything tangible or intangible that an organisation provides to its employees either intentionally or unintentionally in exchange for the employee's potential or actual work contribution and to which employees as individuals attach a positive value as a satisfier or certain self-defined needs.

Nonetheless, reward can be seen as including not only financial reward, i.e. (pay, remuneration or compensation) but also a reward of a non-financial nature (Dhliwayo, 2021). Rewards may be intrinsic (internal to an individual), extrinsic (external to an individual), monetary (financial), non-monetary (non-financial) and direct (compensation for work conducted) or indirect (additional benefits) and may be used for a multitude of reasons and purposes (Bruni,

Pelligra, Reggiani, & Rizzolli, 2020). For example, rewards are often used to enhance motivation or performance, attract, and retain human capital, increase work engagement, and heighten job satisfaction amongst others (Victor & Hoole, 2021).

Ample evidence exists which supports the fact that extrinsic rewards have an influence on employee motivation (Bortieh-Borquaye, 2019). From the organisational point of view, work motivation is concerned with those aspects and forces that drive certain behaviours such as performing well (Ayele, 2019).

Grievance procedures

According to Opatha (2019), the term “grievance” is used to describe an alleged violation of one or more of the terms of the collective agreement. Not every complaint arising in an employment relationship meets the test of being a grievance. From a union's perspective, a grievance occurs when the employer violates the collective agreement by either taking or failing to take a specific action (Opatha, 2019).

According to Lee and Varon (2020), grievance procedures are used as part of the overall mechanism of employee voice. HR managers need to encourage proper use of formal grievance procedures to discover the sources of employee dissatisfaction, which in turn affects performance and loss of a valuable employee. Proper management of grievances may result in the achievement of customer satisfaction and increased retention (Elsaed, & Hassan, 2020).

If the organisational management is not capable of resolving the issues in a quicker way, it might give rise to the issues of employee grievances (Bharwani, Mathews & Ghura, 2019). An aggrieved employee who has a grievance against a manager or the organisation, is an unhappy employee, and an unhappy employee cannot be effective (Bharwani, Mathews and Ghura, 2019). The employee becomes depressed, has low morale and as a result, efficiency drops. Satisfaction at work in terms of all circumstances that surround the job is key to high morals (Bharwani, Mathews & Ghura, 2019). It does not matter how well paid and interesting a job may be, until the individual performing the job realizes satisfaction, the morale will be adversely affected (Lee & Varon, 2020).

Decentralised decision making

According to Vergne (2020), decentralisation enhances the development of unit-based managers, puts authority for making decisions with the people who have the current information, allows management by exception rather than by rule, and allows a quick response to both clients need and environmental change. Moore (2021) emphasise that decentralisation also means that unit-based managers encourage staff involvement in decision making and actively engage them in the process. This is particularly important when financial resources are at stake.

For an organisation to grow and thrive, it must continually develop its management staff. Decentralisation permits the organisation to foster management skills and identify successful managers who can be promoted within the organisation (Vergne, 2020). A decision which is made by all levels of employees, top, middle, and lower levels, will increase the performance of the organisation because the lower level of employee who knows very well regarding the ground realities and critical situations of the organisation regarding operational aspects of the organisation (Burnett & Lisk, 2019).

In the majority of decision-making problems, decision makers (DMs) express their judgements by linguistic terms and consequently rating and weights cannot be measured precisely (Hussain, Chun & Khan, 2021). In modern ages, to survive and thrive or even maintain the status quo, there should be a continued innovation in organisations to prevent stagnation and ruin. Reaching this important target requires good leadership styles, increased accountability and decentralisation of decision-making of staff (Kilili, 2020).

The role of participation of decision-making and advantages

To participate in a management system, members of the organisation have influence in decision making. Commission meetings, the council, group discussions, collect opinions and suggestions that refer to the general thoughts and beliefs including mechanisms and measures (Hehenberger, Mair & Metz, 2019).

Kyalo (2019) indicates that decentralised decision-making gives a chance to lower-level employees to contribute their suggestions and recommendations. Such a practice is almost neglected by most firms.

Additionally, Kyalo (2019) states that sometimes due to decentralised decision-making, lower-level employees make such a huge profit, which is not expected from them, but this happens just because of delegating the authorities and giving the power to lower levels and all employees for making decisions. As results show, decentralised decision-making is the main cause of quality products with greater productivity and with increased sales.

Another benefit of decentralised decision making is that the ‘Decision Making Authority is always on the spot, there is no wastage of time and opportunity’. When an employee has power to make decision, they can make their best decisions according to the situation and need of the hour in consideration with organisation policy and procedure in the best interest of the company (Shrestha, Ben-Menahem, & Von Krogh, 2019).

Vergne (2020) indicates that some of the advantages of decentralisation are that the best information needed to make decisions often resides at the unit level, and decentralisation could decentralise exceptions to rules. Although large bureaucratic organisations need policies and rules, exceptions are inevitably necessary.

Decentralisation allows exceptions to be made at the unit level when appropriate (Spalding & Tiessen, 2019). Timeliness is enhanced in a decentralised organisation. Centralised organisations take a great amount of time to make decisions as information moves up and then back down through the organisational hierarchy (Taouab & Issor, 2019).

Vertical hierarchy

Hierarchy creates a psychologically rewarding environment. Luria et. al., (2019) indicate that hierarchy fulfils a certain fundamental psychological need better than egalitarian social arrangements. Hierarchy functions as an incentive system, which allows organisations to use promotion, differential pay, and various status symbols (e.g., job title, office size, and parking location) to formally reward individual actions that benefit the organisation (Luria, Kahana, Goldenberg, & Noam, 2019). Hence hierarchy enhances performance because it functions as an incentive system in organisations.

Hierarchy gives rise to complementary psychological processes. Bastardo and Van Vugt (2019) reveal that power hinders perspective-taking and facilitates instrumental, objectifying views of others, whereas powerlessness facilitates vigilance, attention, and responsiveness to one's environment. He, Jackson and Li (2020) believe this hierarchy breeds and enforces complementary behaviours and thought processes that are critical to the survival and success of groups, which are significantly less likely to occur in a perfectly flat organisational environment, if such an environment exists at all.

Hierarchy increases coordination. This happens because hierarchy creates patterns of deference that reduce intragroup conflict, especially when group members are interdependent (Slade et al., 2020). It helps employees to conquer challenges and threats that the company may face. For example, hierarchical differentiation can increase group performance by clearly defining roles that facilitate coordination and the integration of information (Bisbey, & Salas, 2019).

According to Luria et al., (2019) organisational members occupy different roles (e.g., surgeon versus nurse); different roles are associated with different ranks or levels of authority (e.g., commander versus soldiers); and the joint task necessitates a clear division of labour and requires high levels of coordination (e.g., point-guard and centre).

Internal labour market

According to Anderson, Bidwell, and Briscoe, (2019), internal labour markets (ILMs) refer to organisations and the administration of rules and policies on employment within individual firms. Additionally, Dundon and Wilkinson (2021) indicate that ILMs prescribe the features of employment systems which are closely associated with variations in temporary employment across firms.

De la Croix et al., (2020) state that internal labour markets help to alleviate search and training costs; these are particularly pronounced in the external market for skilled human capital. Research shows that organisations respond to the presence of labour market regulation and hiring frictions in the external labour market by operating internal labour markets. This helps them gain flexibility and the ability to adapt to changing economic conditions (Wang, Milner,

& Scheffel, 2021). Internal labour markets are an important determinant of organisational growth. This unfortunately has been overlooked in most cases, where the focus has been on internal capital markets as a gateway to exploit investment opportunities (Cantner, Cunningham, Lehmann & Menter, 2021).

The organisational fundamentals of Internal labour markets (ILMs), including hierarchical job ladders, seniority-based promotion systems, and firm-specific training and development programs, specify job tasks and define the levels of job responsibility within a firm (Pulignano, Doerflinger, & Keune, 2020).

Lin and Chen (2020) argue that the advantage of flexibility in internally changing labour inputs is affected by how difficult it is to change capital inputs and how the strength of this effect is related to the ease of substitution between labour and capital. The authors aver that internal labour markets are a stronger source of competitive advantage in countries where developed financial markets allow for more flexible capital adjustment.

Research Design

In terms of research design, a descriptive research design was utilised through a questionnaire to gather employees' views on key concepts relating to the impact of career orientation on organisational commitment and performance. Thanavathi (2021) describes a descriptive research approach as a theory-based pattern mode which is fashioned by gathering, analysing, and presenting serene data. This allows a researcher to gain insights into the why and how of research.

Participants

The targeted population for this study was from a provincial government department in North West (Office of the Premier), ranging from subordinates to senior management. The initial sample consisted of three hundred employees. As such, three hundred (300) questionnaires were distributed. However, out of the three hundred (300) questionnaires, only two hundred and fourteen (214) were correctly completed and returned.

The demographic statistics of the respondents is presented in Figure 1-10 below.

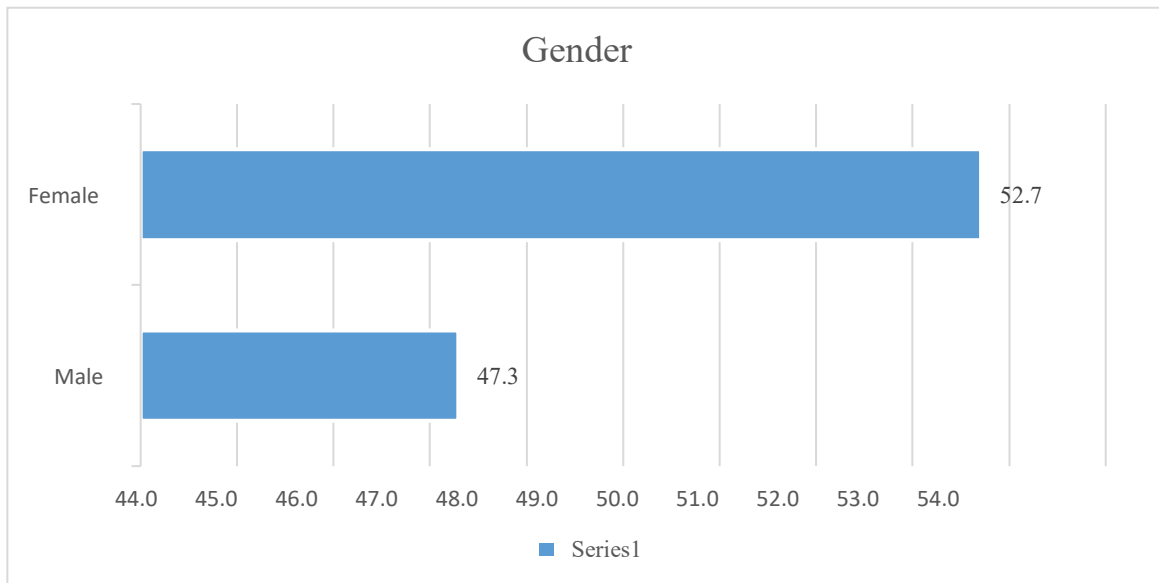
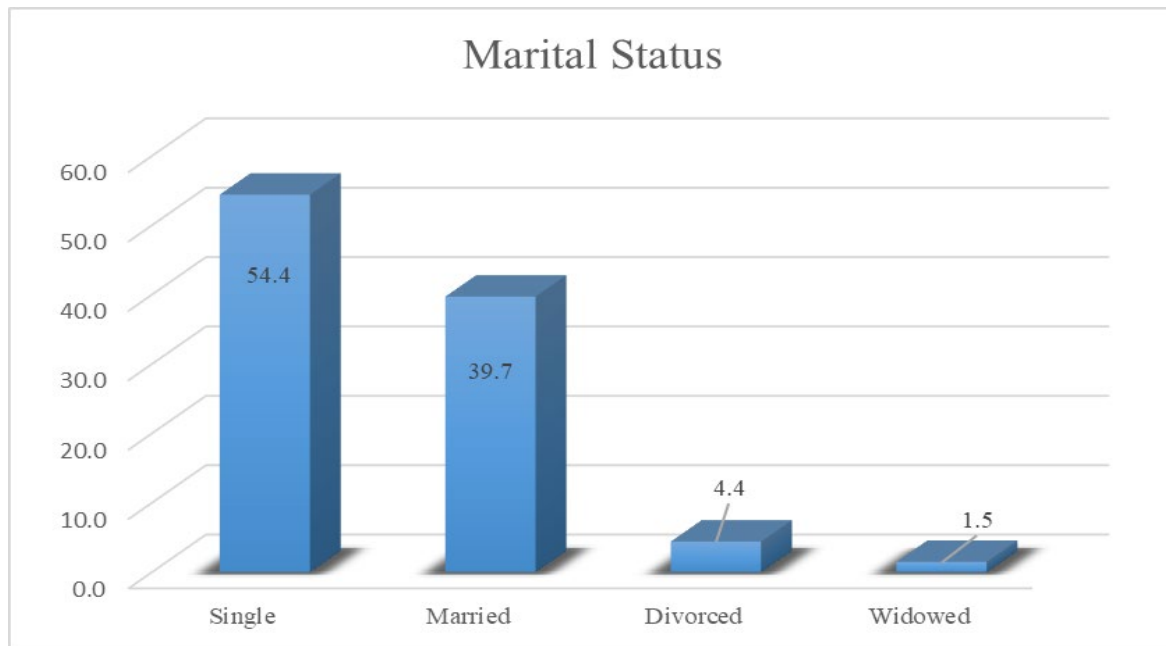


Figure 1: Gender

Figure 1 shows that the majority of respondents were female at 52.7% and male at only



47.3%.

Figure 2: Marital Status

Figure 2 shows that respondents were asked to indicate their marital status and that the majority (54.4%) are single, followed by 39.7% of those who are married and only 4.4%

indicated that they are divorced. Lastly, only 1.5% of respondents indicated that they are widowed.

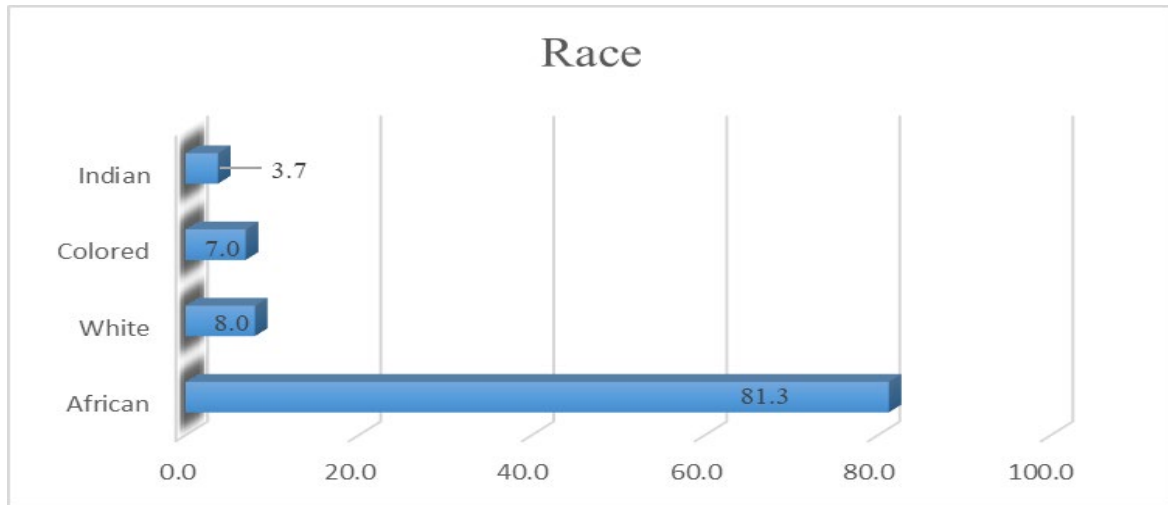


Figure 3: Race

Figure 3 indicates that majority (81.3%) respondents are Africans, followed by 8% of those who indicated to be White. About 7% of the respondents are coloured and only 3.7% indicated to be Indian.

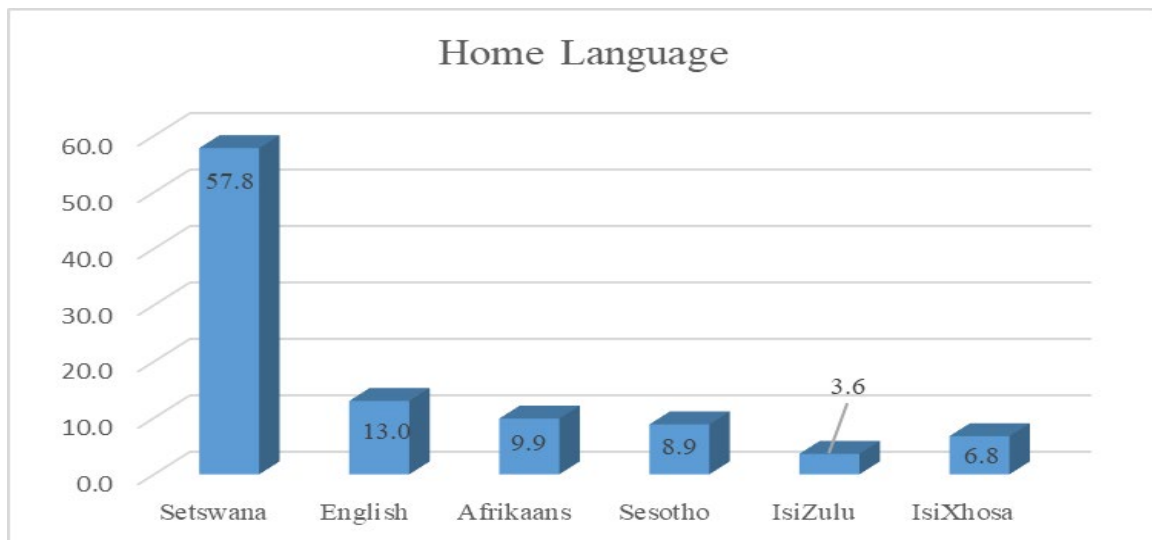


Figure 4: Home Language

Figure 4 shows that majority, (57, 8%) of the employees who responded were Setswana speaking people, followed by those who speak English at 13%. Afrikaans speaking respondents were 9, 9% and Sesotho speakers were pegged at 8, 9%, the IsiXhosa speaking accounted for

6.8 % while IsiZulu speakers accounted for only 3.6%. This shows that the majority of respondents were the Setswana speakers. This finding was not surprising because the North West Province is predominantly a Setswana speaking province.

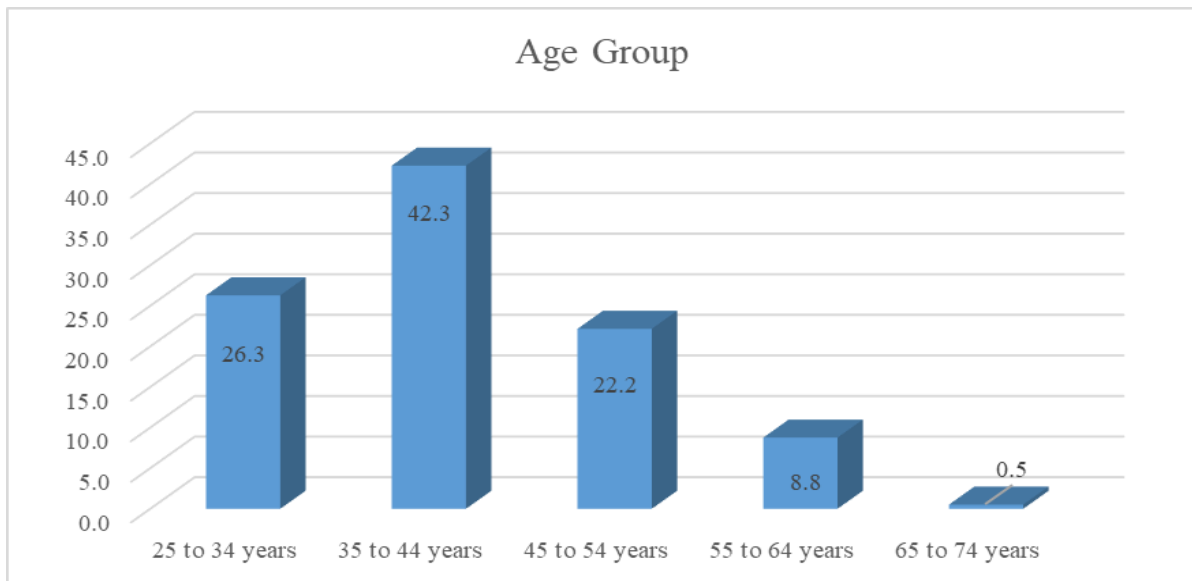


Figure 5: Age Group

Figure 5 indicates that the majority (42.3%) of the respondents' working experience ranged from 6 to 30, followed by 6% of those who were between the ages of 31 to 35 and 41 to 45 respectively. About 5% of the respondents were between the ages of 36 to 40, followed by 2% of those who were between the ages of 46 to 50 and less than 25 respectively. Lastly, only 1% of the respondents indicated that they were above 51 years of age.

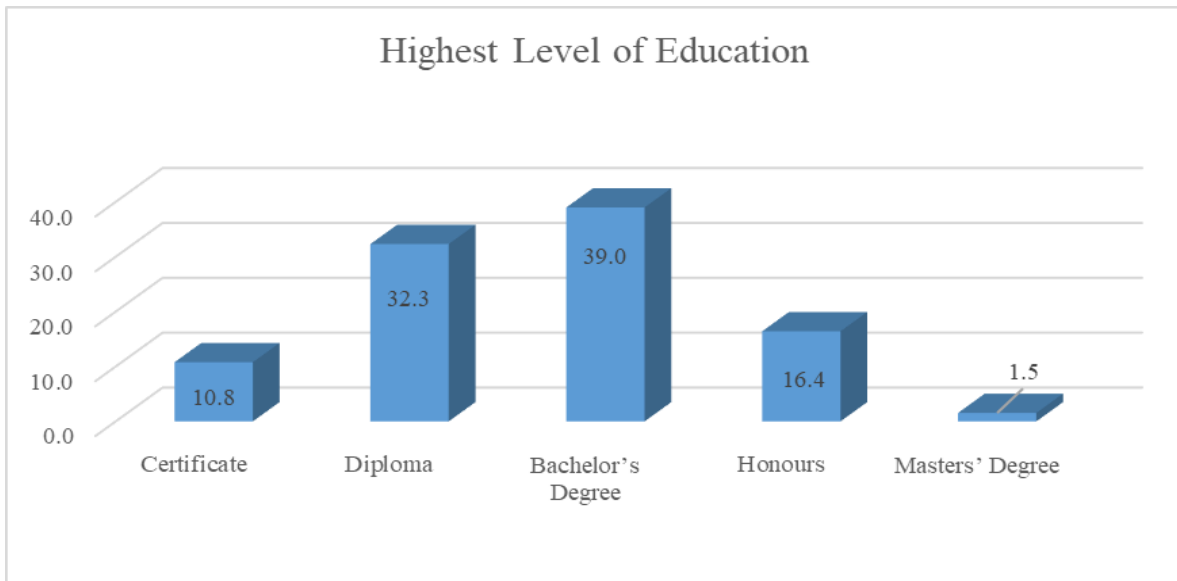


Figure 6: Highest Level of Education

Figure 6 shows that most of the respondents (39%) possessed a bachelor's degree, 32.3% of respondents had diploma, followed by 16.4% of those who have an honours degree and 10% of those who had a certificate. Only 1.5% of respondents have Masters' degree.

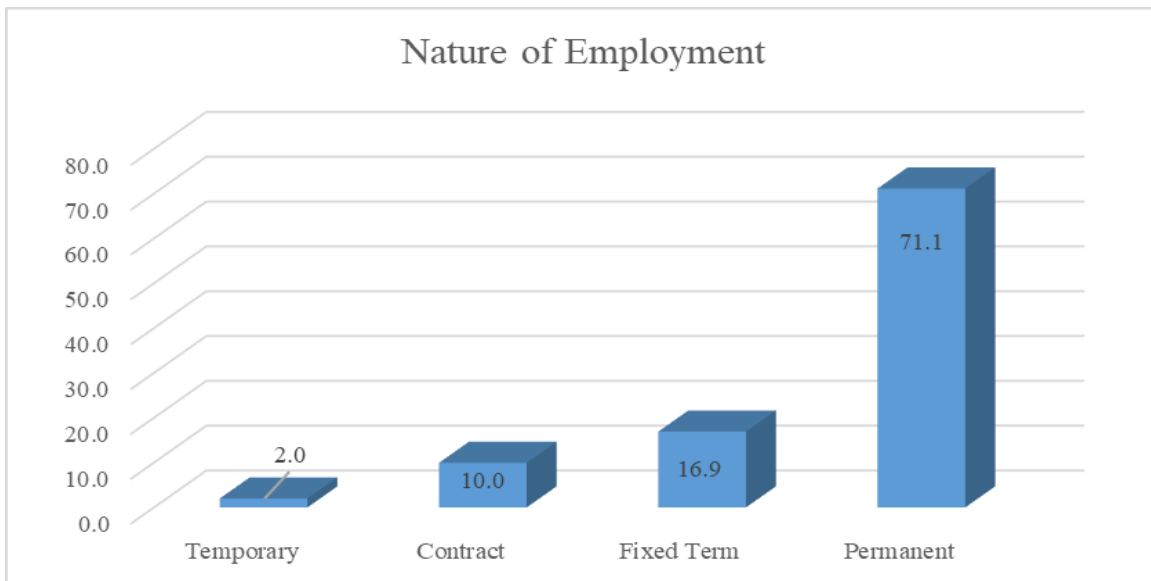


Figure 7: Nature of Employment

Figure 7 shows that the majority (71.1%) of the respondents are permanent employees. Followed by 16.9% of the respondents who are fixed term employees. About 10% of the

employees are contract. Lastly, only 2% of the respondents indicated that they were temporarily employed.

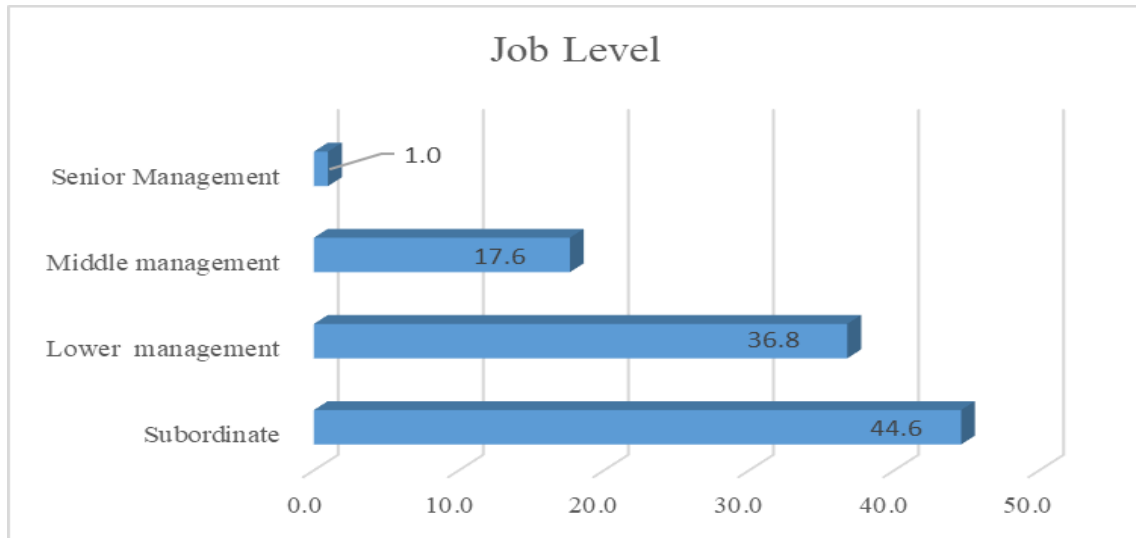


Figure 8: Job Level

Figure 8 shows that most (44.6%) of the respondents worked as a subordinate. Followed by 36.8% of the respondents who worked in lower management. About 17.6% occupied middle management positions and lastly, 1% of the respondents occupied senior management positions.

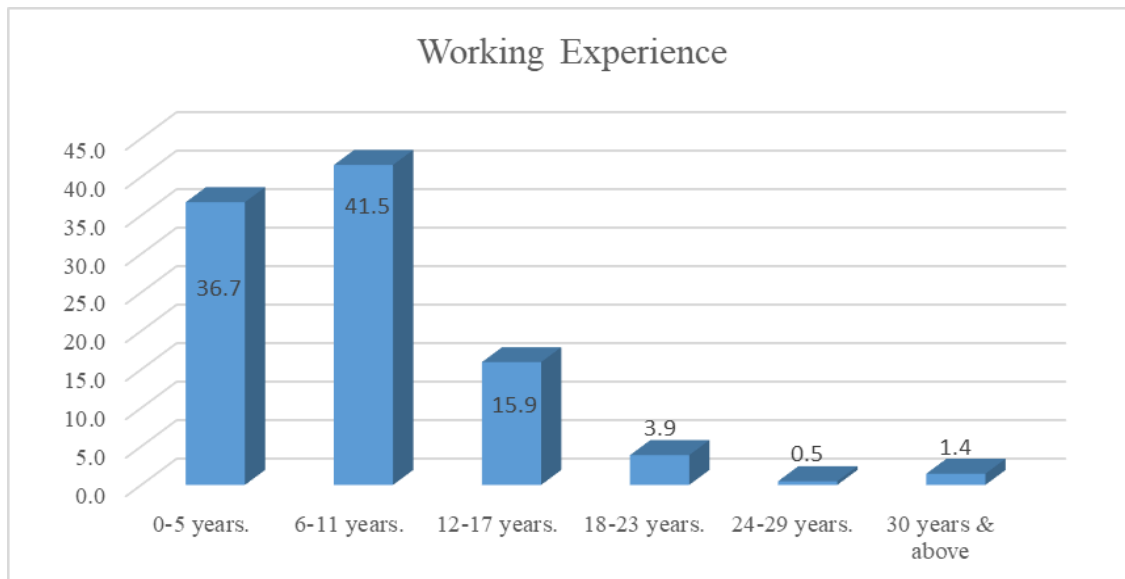


Figure 9: Working Experience

Figure 9 indicates that the majority (41.5 %) of the respondents' working experience was between 6 to 11, followed by 36.7 % of those who had working experience of between 0 to 5.

About 15.9 % of respondents had working experience between 12 to 17 years, followed by 3.9 % of those with working experience between 18 to 23 years, followed by 3.9 % of those with working experience of 30 years and above. Lastly, only 0.5 % of respondents indicated that they have working experience between 24 to 29 years.

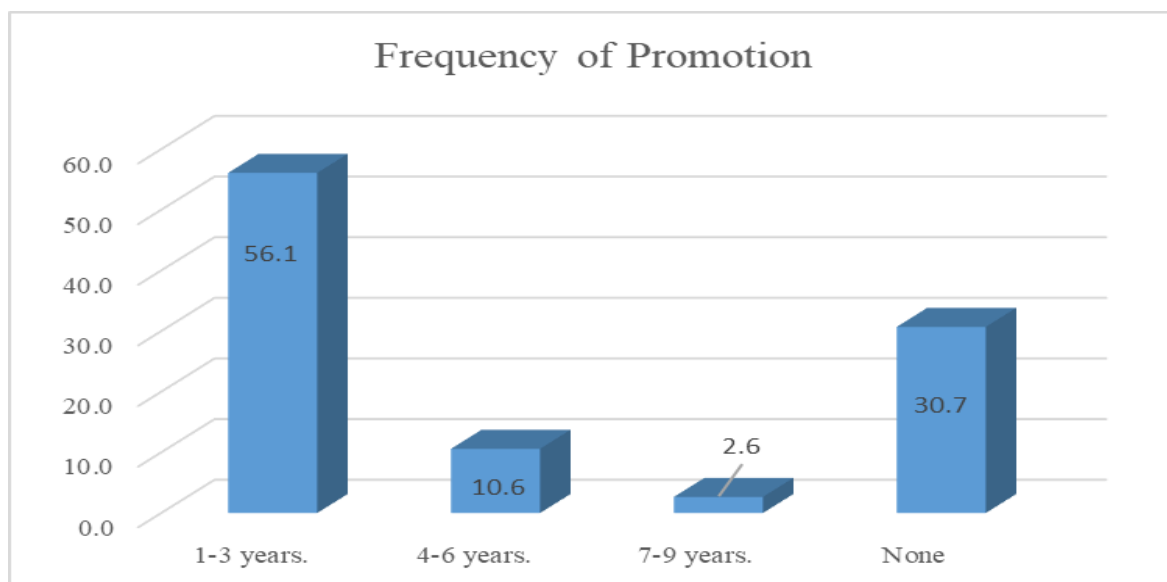


Figure 10: Frequency of Promotion

Figure 10 indicates that the majority (56.1%) of the respondents were promoted between 1 to 3 years, followed by 30.7% of those who had not been promoted since joining the organisation. About 10.6% of respondents were promoted between 4 to 6 years. Lastly, only 2.6% of respondents indicated that they were promoted between 7 to 9 years.

Research Procedure

The researcher was given ethical clearance and a formal letter from the University for the

distribution of questionnaires. A request letter was sent to the North West provincial department (Office of the Premier) and was subsequently approved by the Head of Human Resources. Questionnaires were administered from office to office with a clear explanation and participation was voluntary and anonymous.

Measuring instrument

In terms of the measuring instrument, an Organisational Commitment Questionnaire (OCQ), was used to collect data about how accurate the items were for participants. Items such as “One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice and even if it were to my advantage, I do not feel it would be right to leave,” were graded by allocating numbers from 1-4, i.e.: (strongly agree [1], disagree [2], agree [3] and strongly agree [4]).

Statistical analysis

This section presents data obtained by a questionnaire administered on employees, ranging from subordinates to senior management and the data from the questionnaire is presented and analysed to provide answers to the research questions. The analysis was done using descriptive statistics to describe the demographic variables of the participants. Descriptive statistics was also used to measure the effects of career orientation on organisational commitment and performance of the North West provincial department under the study.

Results

The performance ratings that respondents received ranged from 1= worse performance to 4 = much better performance. The distribution of performance scores of respondents in the current sample is presented in Figures below:

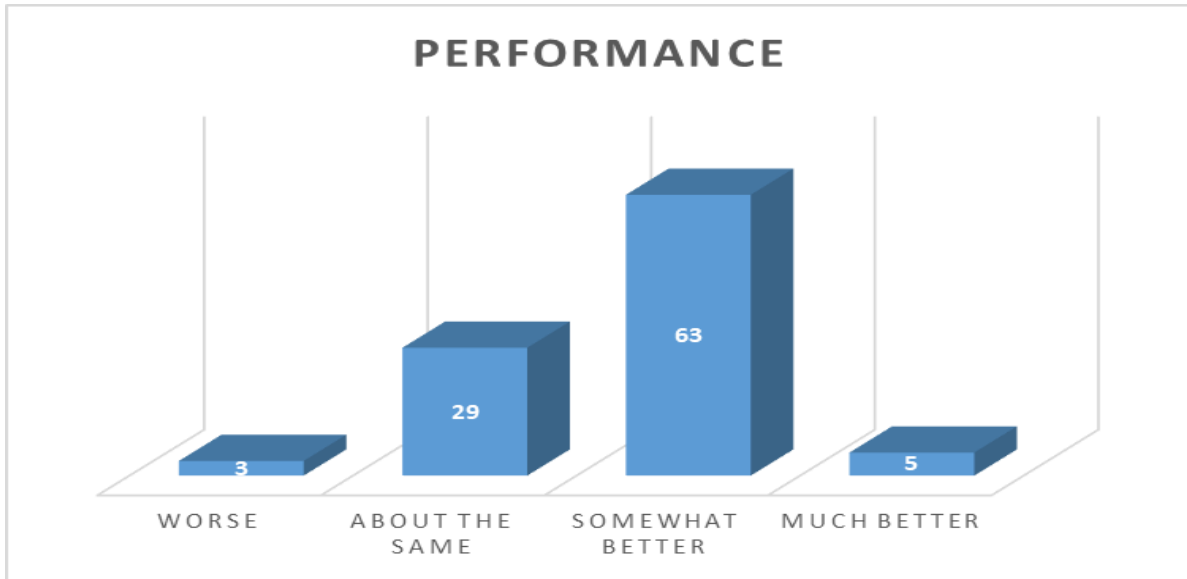


Figure 11: Performance

From Figure 11, it is evident that most respondents fall into the group of “better performance” (3 out of 4). That category accounts for 63 % while only 5 % of the study respondents viewed their performance rating as much better. Therefore, there is little variation in the sample in terms of performance.

Table 1: Cross-tabulation between gender groups and performance scores

		Gender		Total
		Male	Female	
Performance	Worse	5.2%	1.9%	3.4%
	About the Same	31.3%	27.1%	29.1%
	Somewhat Better	58.3%	66.4%	62.6%
	Much Better	5.2%	4.7%	4.9%
	Total	100.0%	100.0%	100.0%

The Chi-square value of 2.486 with a corresponding p-value of 0.478 indicates that there is no real difference between males and females with regards to their performance.

Table 2: Cross-tabulation between gender groups and performance scores

		Age Group					Total
		25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	
		Years	years	years	years	Years	
Performance	Worse	5.9%	3.7%	0.0%	0.0%	0.0%	3.1%
	About the	47.1%	25.6%	18.6%	11.8%	0.0%	28.4%
	Same						
	Somewhat	45.1%	63.4%	79.1%	70.6%	100.0%	62.9%
	Better						
	Much Better	2.0%	7.3%	2.3%	17.6%	0.0%	5.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

A Chi-square value of 24.717 and a p-value of 0.016 were established in analysing the data and this indicates that there are some significant differences in the performance scores of respondents.

Table 3: Cross-tabulation between work experience groups and performance scores

		Work experience						Total
		0-5 years.	6-11 years.	12-17 years.	18-23 years.	24-29 years.	30 years & Above	
Performance	Worse	3,9%	4,7%	0,0%	0,0%	0,0%	0,0%	
	About the	36,8%	24,4%	21,2%	25,0%	0,0%	66,7%	29,0%
	Same							
	Somewhat	57,9%	65,1%	69,7%	75,0%	100,0%	0,0%	62,8%
	Better							
	Much Better	1,3%	5,8%	9,1%	0,0%	0,0%	33,3%	4,8%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

A Chi-square value of 18.476 and p-value equal to 0.238 was established. Therefore, no significant difference can be seen in the performance rating scores of different work experience groups.

Findings

The information in Table 4.1 shows a Chi-square value of 2.486 with a corresponding p-value of 0.478 which indicates that there is no real difference between males and females regarding their performance ratings. This finding agrees with the findings of a study by Mao et. al., (2019). The fact that there is no difference should not be viewed as a misnomer as it may be indicating a positive correlation between males and females in a society that has long been characterised by gender disparities and unequal gender relations within organisations which ultimately had a bearing on the performance of the two genders. Therefore, this could indicate a step in the right direction.

On the other hand, such an indication of no difference could be attributed to a sample limitation as the study was conducted from a small organisation. In that sense, there will be a need to replicate this kind of study focusing on a much bigger sample preferably from much bigger organisations operating within a big metropolis as opposed to a smaller city as in the case of this study.

Furthermore, the fact that there is no real difference between males and females with regard to their performance is significant. This is an interesting finding when considered in view of the findings by (Refaat El Said, 2021).

- A Chi-square value of 24.717 and a p-value of 0.016 were established in data analysis and this indicates that there are some significant differences in the performance scores of respondents.
- A Chi-square value of 18.476 and p-value equal to 0.238 were established. Therefore, no significant difference can be seen in the performance rating scores of different work experience groups.
- No significant difference can be seen in the performance rating score of different work experience groups. Thus, there is no significant difference in performance rating scores of different work experience groups.

Interestingly, many of the respondents (63%) rated the performance ratings as somewhat better while only 5% of the study respondents viewed performance ratings as much better. This suggests a need to enhance organisational performance. Taouab & Issor (2019) state that organisational performance is necessary for an organisation's survival in a competitive business environment.

Discussions

This study set out to explore the employees' perceptions of organisational performance within the North West provincial department studied, namely Office of the Premier. The findings indicated that there were no significant gender differences in organisational performance. This is very insightful as it may be indicating a positive correlation between males and females in a society that has long been characterised by gender disparities and unequal gender relations within organisations which ultimately had a bearing on the performance of the two genders. Nonetheless, there are some statistical differences in the performance scores of respondents.

Furthermore, the findings demonstrate that performance ratings are very important in an organisation (Slack, Byers & Thurston, 2020). Hence, Taouab and Issor (2019), indicate that to survive in a competitive business environment, every firm should operate in conditions of performance. Johari and Jha (2020) stipulate that employee performance could be influenced by motivation, personality, and ability. While Van Dijk and De Waal (2020) insist that the level of employee performance is highly determined by the level of commitment that an employee has toward their organisation and its values.

The perception of employees provides incisive insights into the organisational performance and aspects that could be privileged by management, such as training and up-skilling of employees. The finding in this article therefore resonates with research by Othman et. al., (2019) that underscores training as a series of activities given to the employees to change their own ways of thinking and their current knowledge about specific issues, and to grow the individual skills and performance to achieve the demands of the organisation (Khan & Abdullah, 2021).

From this perspective, organisations which seek to perform maximally and productively must prioritise retraining of employees from time to time. That is why other scholars such as Kanwar, Balasubramanian, and Carr (2019) have also suggested lifelong learning which is necessary for hard skills development which in turn increases performance.

Recommendations

Based on the findings, it is recommended that organisations need to demonstrate a sense of importance toward retraining their workforce. Training assists in the growth and development of personnel which aims at assisting employees to have adequate knowledge and skills to perform more efficiently.

Furthermore, employee training improves the level of knowledge and commitment, which eventually increases organisational performance. The study further suggest that organisations should identify training designs that are in accordance with the needs of its employees.

It is also recommended that organisational leaders do internal surveys and encourage learning on the perceptions of employees regarding organisational performance. Researchers indicated that organisational learning is an important performance indicator to evaluate overall organisational performance (Asbari et. al., 2020). This is because the perception of employees provides meaningful insights into the organisational performance and aspects that could be targeted by management, such as training and up-skilling of employees.

Moreover, the instrument used to gather data for this article provided information from employees in a way that is not intrusive and more convenient, especially during disruptive periods such as the one experienced during the height of covid 19 restrictions. Therefore, the use of such data collection instrument is highly recommended for similar studies.

In addition, the study research was conducted from one organisation, in a short period. It is recommended that in future a longer period and a comparison of different organisations should be considered since it could yield more reliable results.

Lastly, it is also recommended that future research should focus on other possible strategies beyond training that could increase workplace performance. It is also recommended that such future studies must use a bigger sample from larger organisations to enhance the generalisability of the findings.

Limitations

The data for this study was initially planned to be collected from 5th to the 31st of March 2020. However, the researcher started collecting data on the 5th of March 2020, but this process was interrupted by the advent of Covid-19 and the subsequent lockdown that was implemented during the month of March. An extension was requested, and the process of data collection resumed and concluded during the same month of September 2020. This caused a delay for the study to be completed within the anticipated timeframe. The other limitation of this study relates to the sample size. The initial sample size that was planned for this study was 300. Although the researcher distributed 300 questionnaires, only 214 were returned.

Conclusion

The objective of this article was to explore the employees' perceptions of the North West provincial department (Office of the Premier) regarding organisational performance. In terms of method, the article used a descriptive measure with a stratified random sample (N = 214). The reliability was confirmed by using Chi-square / Pearson's chi-square test as a descriptive statistical analysis for performance. An exploratory factor analysis was used to determine the underlying factor structure of the variables. The article's findings show that many employees thought their department/organisation was better than others that were providing similar services.

The aspect of training and skills acquisition was highlighted as one of the most important drivers when coming to employees' positive perception of organisational performance. This article, therefore, makes an important contribution to the literature on organisational performance from the viewpoint of employees. Unlike this empirical study, much of the research on organisational performance tends to look at the issue from a theoretical perspective. Therefore, this study fills an important gap as it is one of the only few studies that considered the phenomenon of organisational performance from the perspective of employees.

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CHAPTER 5: ARTICLE 4

THE EFFECT OF CAREER ORIENTATION, ORGANISATIONAL COMMITMENT(OC) AND ORGANISATIONAL PERFORMANCE (OP)

D.K. MOTSAATHEBE

PROF. M.A. MOLEFI

ABSTRACT

Orientation: Management has the responsibility to put in place different strategies that will motivate the employees to enhance their competencies for better production and growth to achieve the organisational goals. Motivated workforces appreciate their job and execute it well. The organisation also needs to employees' technological competence to advance innovation which increases the opportunity for growth and flexibility as innovation is also known as the key to the survival of the organisation.

Research Purpose: The objective of this study was to explore the employees' perceptions of career orientation and propose remedial interventions to address gaps identified within the Office of the Premier of the North West Province.

Research approach, design, and method: A descriptive approach was used with a stratified random sample of (N = 214). The Roast sample calculator was used to determine the appropriate sample (Raosoft, 2004) and sample size of n = 300 was drawn from the population, calculated at 95% confidence level. Only 214 questionnaires were returned. The reliability of the measure was confirmed using the Cronbach's Alpha coefficient/T-test. An exploratory factor analysis was used to determine the underlying factor structure of the variables. Descriptive statistics such as mean and standard deviation were employed to analyse data.

Main findings: Based on the respondents, the findings show that many employees are Setswana-speaking people. This finding was not surprising because the North West province is predominantly a Setswana-speaking province in which the Batswana are in the great majority. Many respondents (39%) indicated that they obtained a bachelor's degree, 32.3% of respondents have a diploma, followed by 16.4% of those who have honours degree and 10% of those who have a certificate. Only 1.5% of respondents have a master's degree. The study also found

that the majority (56.1%) of the respondents were promoted between 1 to 3 years, followed by 30.7% of those who did not get promoted since joining the organisation. This study revealed that there is a gap/need for, Technical/functional, Autonomy/independence, Security/stability, Service/dedication to a cause, Pure challenge, and Lifestyle competences. Participants only have General managerial competence and Entrepreneurial creativity competence. A well-functioning organisation needs all competences for maximum growth and production.

Practical/managerial implications: That many employees (30.7%) did not get promoted since joining the organisation in spite of the number of years they worked for the company was an exciting finding. Promotion provides intrinsic motivation for performance, career aspiration and fulfilment. Therefore, the implication for management is that promotions may need to be managed more effectively if this is intertwined with the organisation's success.

Contribution: The study makes a critical intervention by providing empirical information relating to employees' perceptions of career orientation in a large organisation of significant size and complexity.

Keywords: Career Orientation (CO), Organisational Commitment (OC) and Organisational Performance (OP).

Introduction

Every organisation needs to grow in terms of profit, technology, size as well as the delivery of quality service. As a result, employees must be included in the circle. However, this may not be achievable if the career path of the employee who carries out the work is not properly merged in the organisation's road of accomplishment. Employees are the mechanisms which drive growth in every organisation. Furthermore, in this era of technological competitiveness, human resource personnel are designing the best approaches for employee career guidance that will create opportunities for advancement (Cooke, Schuler, & Varma, 2020).

In that case, organisations need flexible employees, who can effectively adapt to new organisational strategies. The key to achieving these goals, for both the individual and the organisation, is career self-management" it, therefore, implies that employees can effectively manage their careers. It is very important for the organisation to guide employees' career and how they can achieve enterprise effectiveness (Joy, Anah, & Ejike, 2019).

When organisations are engaged in employee development, the employee on the one hand tends to put more effort into their job by using their skills to improve workplace objectives (Khudhair, Rahman & Adnan, 2020). Employees should be given the opportunity for career development in the organisation to enable them to plan for their future and that of the enterprise to avoid staff turnover which will affect production or service delivery (Khudhair et al., 2020).

Choosing a career path is always the most difficult and critical decision for anyone, especially for young people (Byrne, Fattoum & Garcia, 2019). That is why it is important that "if people's desire to make advancement in their own career is not fulfilled, they will begin to look for another work in different places". Hence Frye *et al.*, (2020) stress that organisations must provide empowering environment for employees' growth opportunities. This empowering environment tends to motivate, promote, recognise, reward, and retain valuable employees.

Definition of Key concepts

Career Orientation (CO)

Career orientation refers to career anchor, as the integration of individual requirements, attitudes, values, and abilities in professional development. The career anchor concept was first proposed by Schein (1978) who emphasised the necessity of constructing a model that describes an individual's self-concept of their career and one that reflects their business career experiences and values (Schilling, 2019).

Organisational Commitment (OC)

Karuna (2021), describes organisational commitment as the psychological liking and devotion that employees have to their organisation. Moreover, Diana, Eliyana, and Pradana (2020) define organisational commitment as “the feeling of responsibility that an employee has towards the mission of the organisation.” Accordingly, organisational commitment is a drivingforce for the employees to achieve mutual respect between themselves and their organisation.

Tang, Shao, and Chen (2019) state that organisational commitment reflects an organisational member's strong acceptance of organisational goals and values, and their willingness to devote themselves to the organisation and maintain their position. In addition, organisational commitment strongly influences the quality of work and services and plays a major role in the development of the organisation (Zaman & Nadeem, 2019).

Organisational Performance (OP)

According to Gyanwali, and Walsh (2020), organisational performance reflects the productivity of members of an enterprise measured in terms of revenue, profit, growth, development, and expansion of the organisation. However, Idris (2020) explains it as the collective performance of individual employees whereas individual employee performance is defined as “an evaluation of the results of a person's behaviour: determining how well or poorly a person has accomplished a task given”. It has been established that motivation, personality, and ability are the important factors affecting employees' performance.

Literature review

Career Orientation (CO)

According to Orlando et. al., (2021), an individual with a “career” orientation is more likely to focus on elements related to success or prestige. This individual will be interested in the ability to move upward in his or her career, to receive raises and new titles, and achieve the social standing which comes from the career. Careers which have a clear upward “ladder” are appealing to those with a career orientation.

Tokay (2020) mentions that characteristics of the individual caused by her/his personality shape business and career life, and influence perception types of objective conditions (work environment, career level, income obtained, promotion opportunities etc.). Afful (2019) states that career/professional orientation is considered one of the determinants that guide the personal choices that individuals make.

Additionally, career/professional orientation is perceived as an indicator of the degree of democracy and individual freedom one has in determining his or her professional career and, ultimately, his or her future (Afful, 2019). Special programs help in developing career/professional orientations in educational environments by providing students with the appropriate support and by helping them to recognise their physical, cognitive, and personal traits (Asio, Riego de Dios, and Lapuz, 2019). These programs also assist students in finding careers that are in harmony with these traits and in linking students’ skills with workplace requirements (Asio et al., 2019). Career/Professional orientation should begin in the school environment, as it increases student awareness of the varied natures of different jobs and helps to identify the jobs that are most suitable for the individual student (Kapranov, Kremen, & Kremen, 2020).

Asio et al. (2019) states that, such orientation is considered even more important with respect to the social environments associated with various careers. Furthermore, Asio et al. (2019) is of the view that, institutions of higher education are responsible for developing students’ specific skills, such as being aligned with the chosen career workplace requirements. This continuity creates a connection between the actual framework of the study and the expectations of the external labour market.

The significance of Career Orientation (CO)

Realising a sustainable career in today's labour market is primarily and increasingly the responsibility of individuals themselves (Fuertes, McQuaid & Robertson, 2021). Accordingly, Dos Santos (2020) posits that the non-traditional learning environment, required to foster learning motivation, must focus on the development of career competencies.

Research shows that employees who feel positive about the possibility of career advancement opportunities tend to feel more emotionally attached to the organisation (Wang, Albert & Sun, 2020). Hence Chinyamurindi, Masha, and Tshabalala (2021) explain that organisations that offer employees training and development for personal growth and career opportunities by means of career development practices will benefit from ensuring that employees truly recognise how to manage their own careers proactively.

It can therefore be established that if organisations support their employees with training and development and career advancement opportunities, their employees will in turn develop feelings of strong emotional attachment, loyalty, and commitment toward their organisation (Al-Jabari & Ghazzawi, 2019).

Srivastava and Agrawal (2020) state that organisations that enhance the organisational commitment of their employees effectively will retain highly skilled, talented, and valuable employees. In an earlier study by Shibiti (2019), it was discovered that it has become of great importance for contemporary organisations to keep their employees loyal and committed and to retain these skills and competencies.

Organisational Commitment (OC)

Organisations that have committed employees have a clear competitive advantage in talent strategy and business results that are difficult to copy (Ali, Zengtian, Amoah & Grace, 2021), since it is challenging for companies to show commitment to their employees. Consequently, this leads to the fact, that it is not easy for employees to stay committed to their organisations. (Ali et al., 2021). The level of employee performance is determined by the level of commitment that an employee has towards their organisation and its values (Potgieter, 2019).

According to Purwanto et.al., (2021) individuals with high organisational commitment are willing to exert effort on behalf of the organisation and are willing to accept the organisation's goals and values, which may include creativity in the work process. In addition, Petrova et. al., (2020) believe that organisational commitment strongly influences the quality of work and services and plays a major role in organisational development. Thus, in their view committed employees benefit their organisations by putting forth extra effort in fulfilling their job, engage in extra-role behaviour, and help organisation function smoothly to increase performance of the organisation.

Purwanto et. al., (2021) state that organisational commitment among employees is relatively stable and involves long-term responses to factors in the work environment. The organisational commitment is a result of intrinsic personal characteristics and partially the consequence of how people understand the institution and their instant job function (Saputra & Riana, 2021).

Employees who are committed provide the intellectual capital that, for many organisations, has become their most critical asset (Ibrahim et. al., 2021). Furthermore, employees who share a commitment to the organisation and their collective wellbeing are more suitable to generate the social capital that facilitates organisational learning. It is therefore important for organisation to know the aspects that play an important role or have a big impact in boosting the commitment of their employees (Ibrahim et. al., 2021).

Career and Commitment

Organisations that care for their employees not only tend to hire good employees but rather emphasize developing their careers and encouraging commitment to the job of existing employees (Sandhya & Sulphay, 2020). Employees who are more cared for are more motivated, willing to stay and more committed to the organisation (Philip et. al., 2021). They become more committed when they are motivated and given significance (Ahakwa et al., 2021).

Employees who are career-focused might develop strong involvement with the organisation and would probably increase their desire to remain in the company if the organisation is also paying attention to employees' career development (Rameshkumar, 2020). Committed employees who are highly motivated to contribute their time and energy to the pursuit of organisational goals are increasingly acknowledged to be the primary asset available to an organisation (Ibrahim et al., 2021).

For companies to increase the commitment of the employees, career goals must be considered

at the time of employment (Japor, 2021). Organisational commitment affects the relationship between an employee and an organisation and whether an employee will remain with the organisation. As a result, Seffar (2020) considers organisational commitment as the crucial organisational issue faced by managers.

Furthermore, research shows that organisations need to manage cultural differences to retain a highly talented workforce and support them to manage their career through which career satisfaction can be increased (Ogunleye, 2020). He further asserts that the satisfaction of employees in terms of their career can be enhanced by developing a supportive culture and considering employees' differences. Ogunleye (2020) also believes that it may also help to reduce the turnover intention as the workforce becomes more committed when motivated and given importance.

Organisational Performance (OP)

Organisational performance reflects the productivity of members of an enterprise measured in terms of revenue, profit, growth, development, and expansion of the organisation (Turner, 2019). A good individual performance can have a good impact on the performance of an organisation (Alisa & Ahman, 2020).

Therefore, organisations must be capable of carrying out performance management practices consistently and in accordance with the organisation mission (Cherian et al., 2021). According to Diamantidis, and Chatzoglou (2019), the performance of an organisation is directly related to the level of employees' commitment.

Kurdi and Alshurideh (2020) propose that organisational performances are the outcomes such as product quality, customer satisfaction, new product development, ability to retain employees and relationship between management and employees which are initiated by the organisation after the implementation of human resource management practices. Mokter et al., (2020) acknowledge that organisational performance largely depends on effective operational performance in the organisation itself. McPherson (2020) observes that to achieve sustainable growth and high organisational performance, special consideration should be given to improving human resource management practices.

Career and Performance

A more turbulent career context resulting in careers being less ordered and predictable has further heightened researchers' interest in the subjective aspects of career success and satisfaction (Rapuano, 2020). However, Glerum and Judge (2021) suggest that this career turbulence is less than previously believed. These changes require workers to develop career-related skills and competencies that differ substantially from the knowledge and abilities required by 20th century occupations.

It is also very important for employees to plan their careers since it assures the organisational intent of securing the jobs of their employees and the secured employees are the more committed and active performers (Sushmita, 2019). This is one of the core responsibilities of the management of one place that it should consistently work out a plan for securing their employee through securing their job (Sushmita, 2019). In a more recent study by Vakola, Petrou and Katsaros (2021) they found that in the current tedious and competitive global situation, one needs to develop their workforce to prepare them to stand along with global competition and challenges. Therefore, an organisation which cares most and is conscious about its importance in its environment, always works out to nourish that satisfaction and commitment to the job through caring about their career and providing security against their jobs (Vakola, Petrou, and Katsaros, 2021).

The effect of performance on the organisation

Most organisations have realized that the performance of workers plays a vital role in determining the success of the organisation (Ali, & Anwar, 2021). As such, it is important for employers and managers alike to determine how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment (Almeida & Coelho, 2019).

Organisational performance helps to ensure that the economic units perform their tasks with the best possible effectiveness. Organisational performance leads to revealing the various deviations and illustrates the quantitative, qualitative, value and temporal deviations that may occur in the field of application (Stam & Van de Ven, 2021). Therefore, managers must pay special attention to antecedents of employee commitment and all other factors that foster

employee commitment to increase employee performance and subsequently organisational productivity (Amrutha & Geetha, 2021).

Research Design

In terms of research design, a descriptive research design was utilised through a questionnaire to gather employees' views on key concepts relating to the impact of career orientation on organisational commitment and performance. Thanavathi (2021) describes a descriptive research approach as a theory-based pattern mode which is fashioned by gathering, analysing, and presenting serene data. This allows a researcher to afford insights into the why and how of research.

Participants

The targeted population for this study was from a provincial government department in the North West Province, ranging from subordinates to senior management. The sample consisted of three hundred employees. Three hundred (300) questionnaires were distributed. However, out of three hundred (300) questionnaires, only two hundred and fourteen (214) were correctly completed and returned.

The demographic statistics of the respondents is presented in Figure 1-10 below.

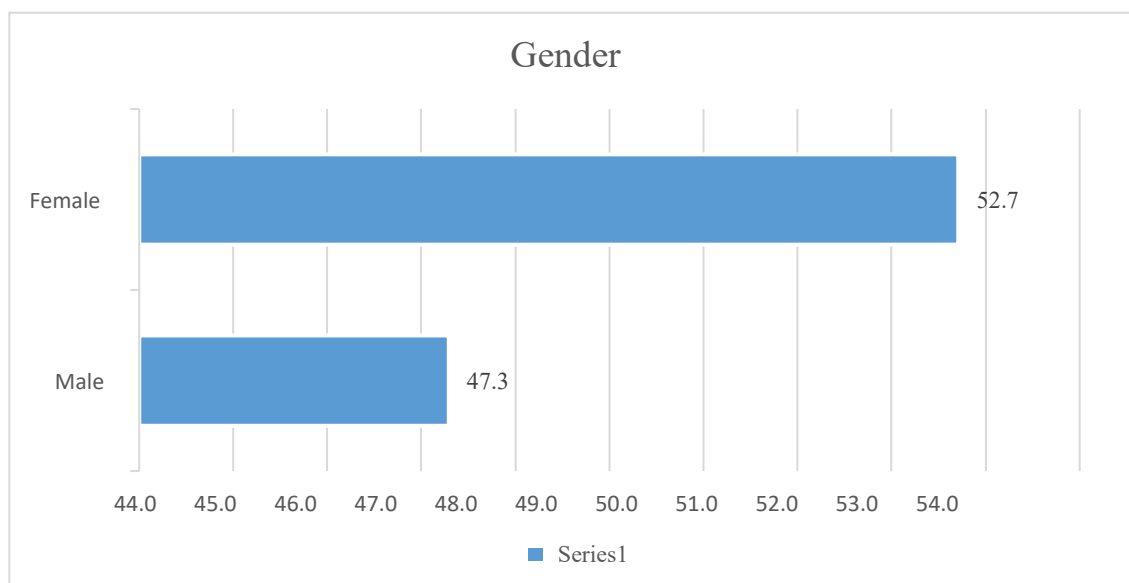


Figure 1: Gender

Figure 1 shows that most respondents were female at 52.7% and male at only 47.3%.

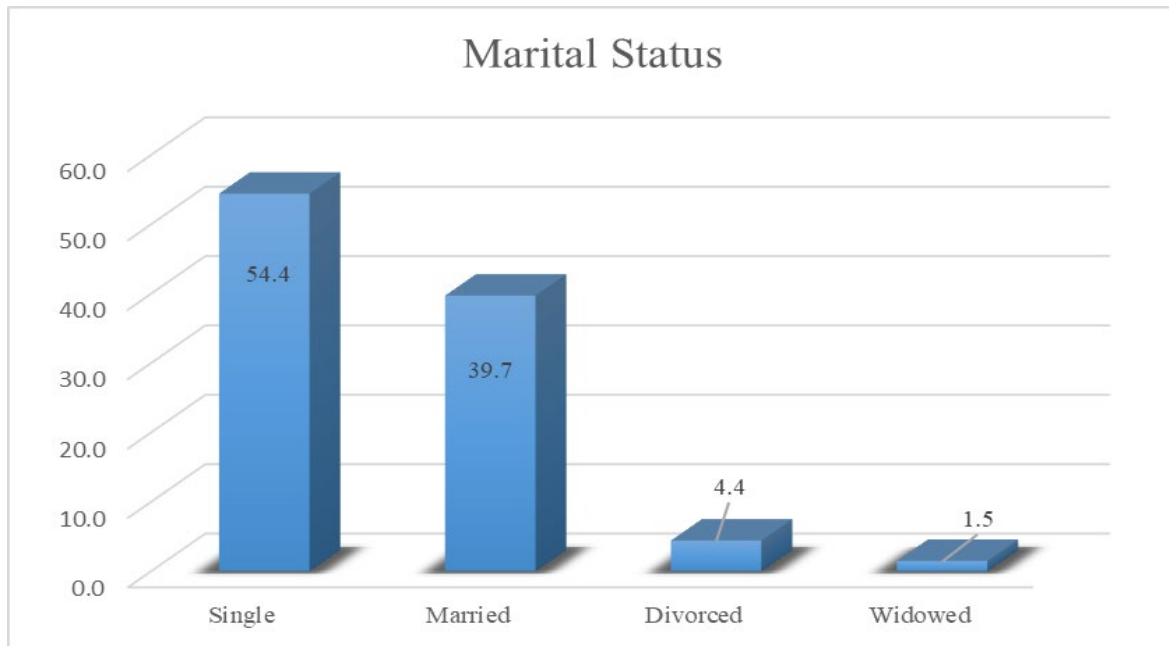


Figure 2: Marital Status

Figure 2 shows the results on the respondents' marital status, majority (54.4%) were single, followed by 39.7% of those who were married and only 4.4% indicated that they were divorced. Lastly, only 1.5% of respondents indicated that they were widowed.

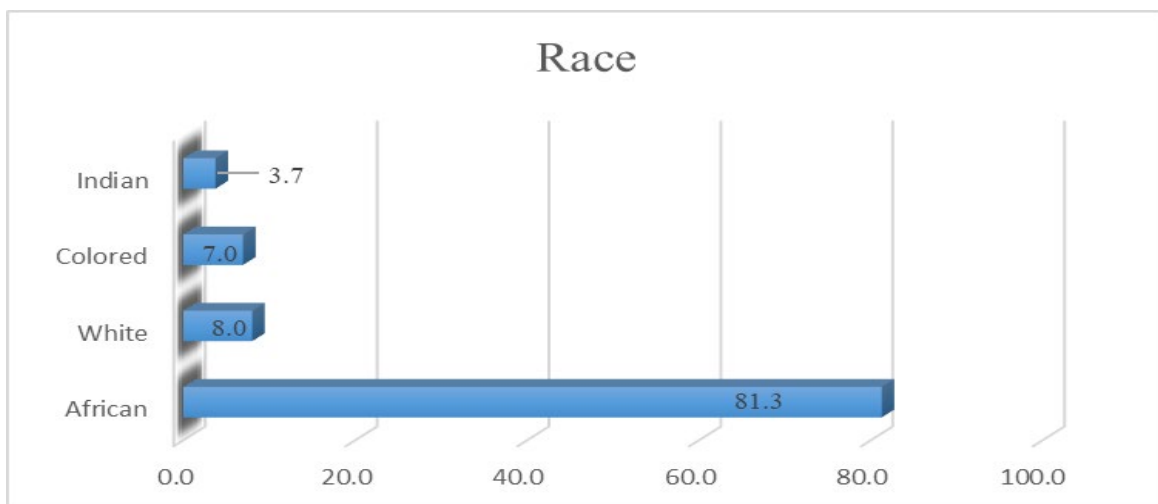


Figure 3: Race

Figure 3 indicates that the majority (81.3%) respondents were Africans, followed by 8% of those who indicated to be White. About 7% of respondents were coloured and only 3.7% indicated to be Indian.

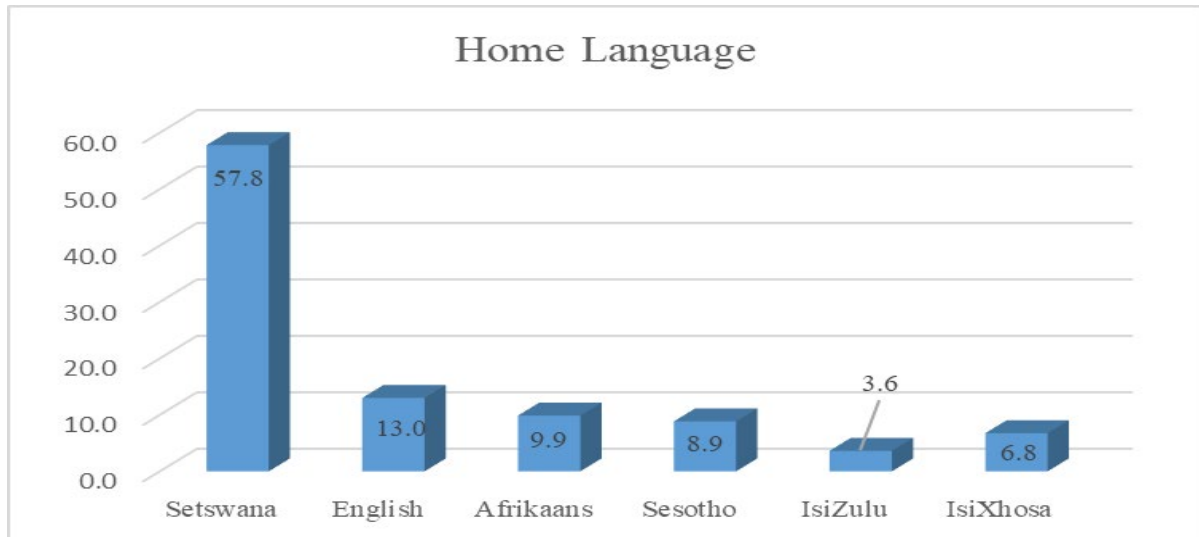


Figure 4: Home Language

Figure 4 shows that the majority (57, 8) of respondents were Setswana speaking, followed by those who speak English at 13%. Afrikaans speaking respondents accounted for 9, 9%; Sesotho speakers were pegged at 8,9%; the IsiXhosa speakers accounted for 6.8 % while IsiZulu speakers accounted for only 3.6%. This shows that many respondents were the Setswana speakers. This finding was not surprising because the North West Province is predominantly a Setswana speaking province.

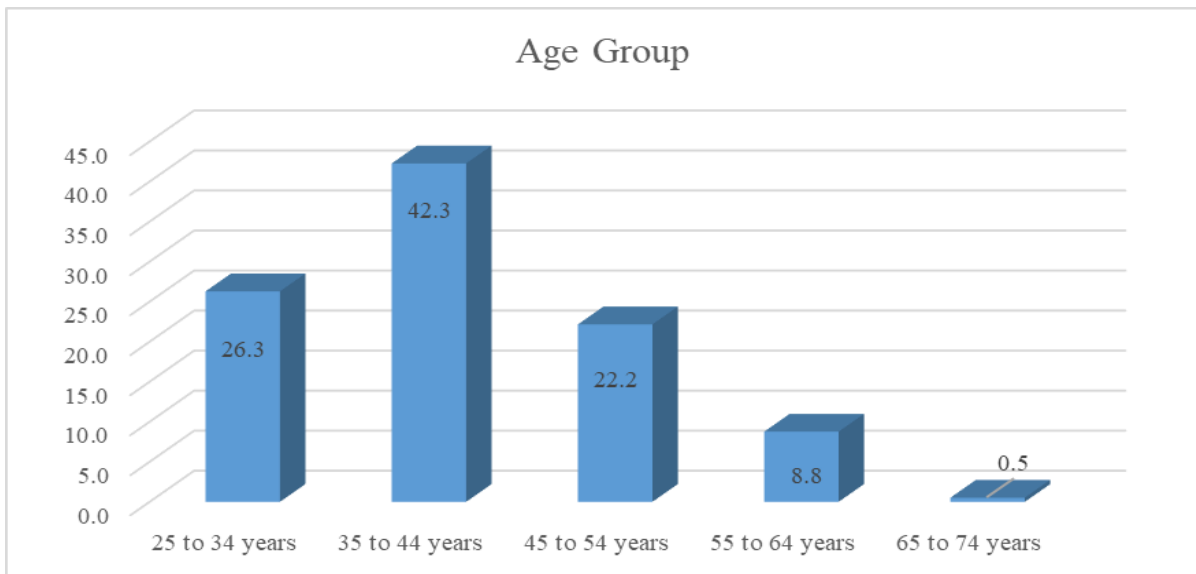


Figure 5: Age Group

Figure 5 indicates that the majority (42.3%) of the respondents were between the ages of 35 and 44 years. The experience of this group ranged between 6 to 30 years, followed by 26% of those who are between the ages of 25 to 34. About 5% of respondents were between the ages of 36 to 40, followed by 22% of those who were between the ages of 46 to 54. Lastly, only 1% of respondents indicated that they were above 51 years of age.

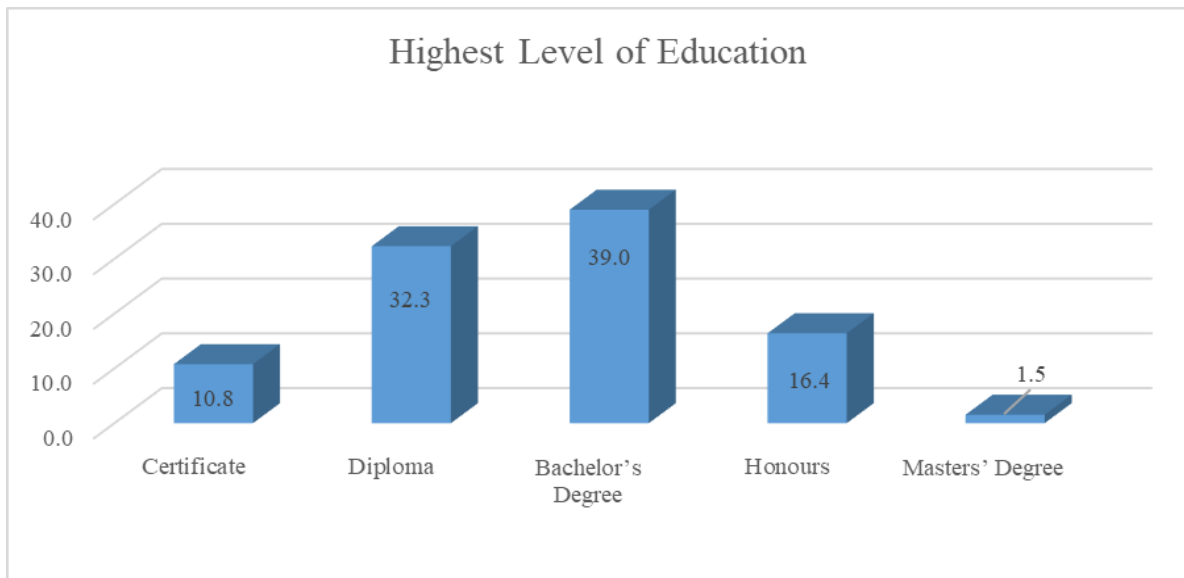


Figure 6: Highest Level of Education

Figure 6 shows that many respondents (39%) possessed a bachelor's degree, 32.3% of respondents had a diploma, followed by 16.4% who had honours degree and 10% who had

certificate. Only 1.5% of respondents had a master's degree.

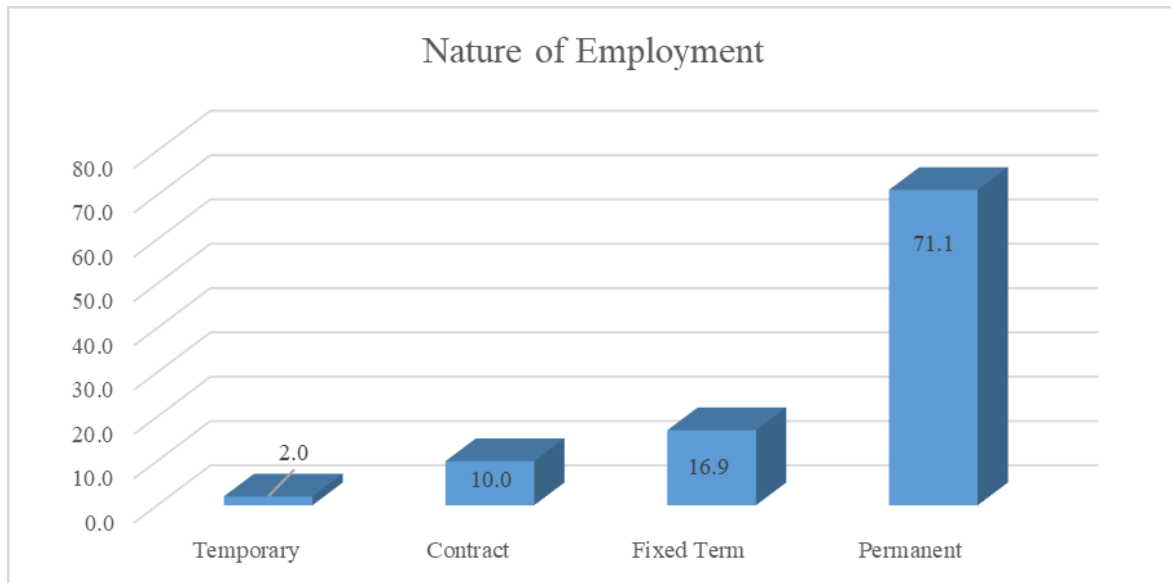


Figure 7: Nature of Employment

Figure 7 shows that the majority (71.1%) of the respondents were permanent employees. Followed by 16.9% of the respondents who were fixed term employees. About 10% of the employees, were on contract. Lastly, only 2% of the respondents indicated that they are temporary employed.

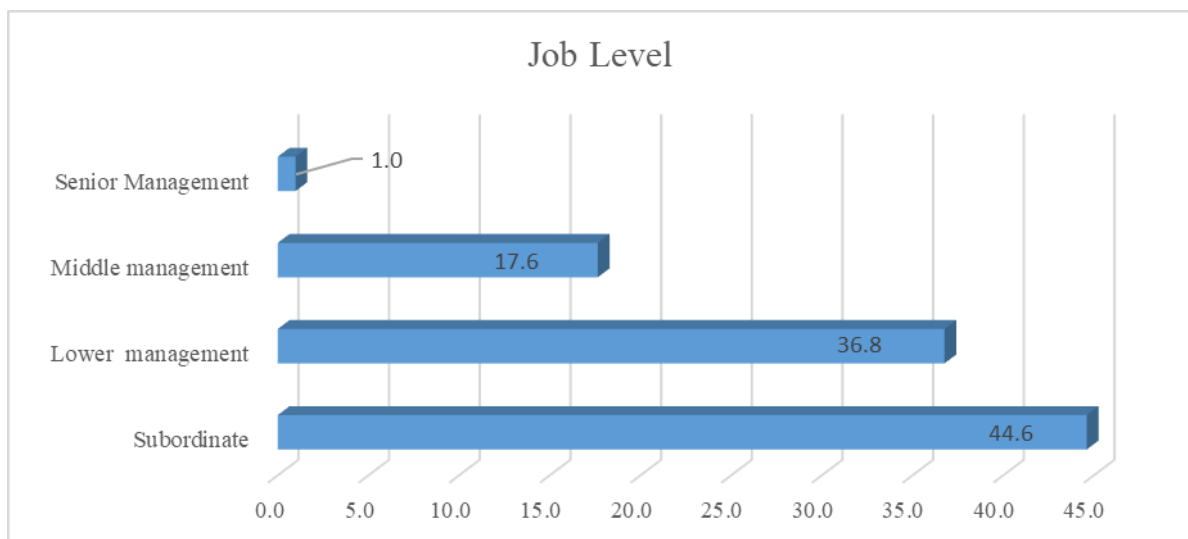


Figure 8: Job Level

Figure 8 shows that the majority (44.6%) of the respondents worked as subordinates. Followed by 36.8% of the respondents who worked as lower management. About 17.6% occupied middle management positions and lastly 1% of the respondents occupied senior management positions.

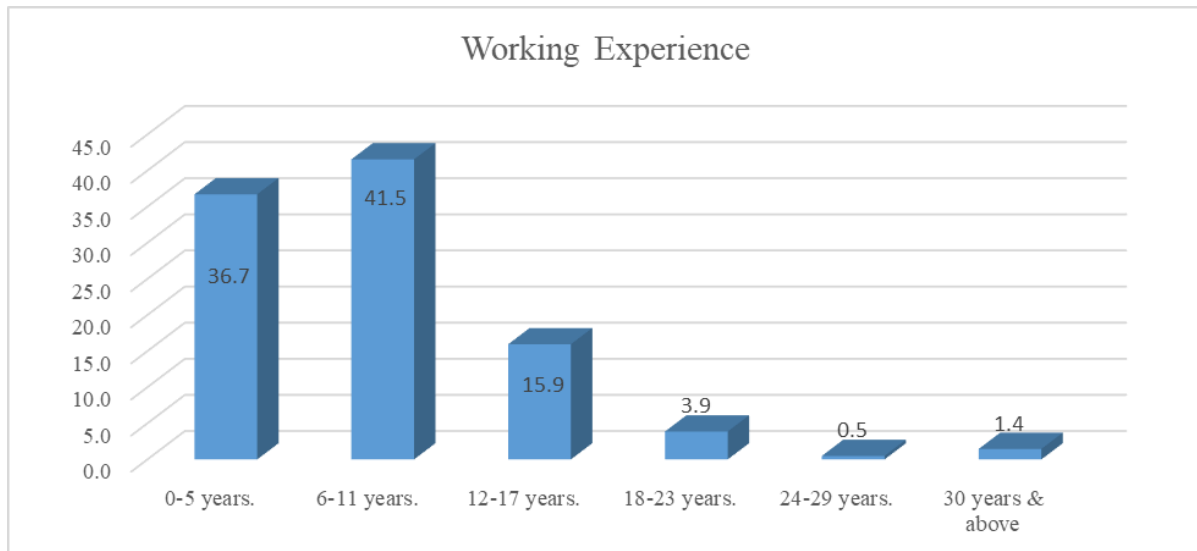


Figure 9: Working Experience

Figure 9 indicates that the majority (41.5%) of the respondents' working experience was between 6 to 11, followed by 36.7% of those who had working experience between 0 to 5. About 15.9% of respondents had working experience of between 12 to 17 years, followed by 3.9% of those with working experience between 18 to 23 years. In addition, about 3.9% of the respondents had working experience of 18-23 years and above. Lastly, only 0.5% of respondents indicated that they had working experience between 24 to 29 years.

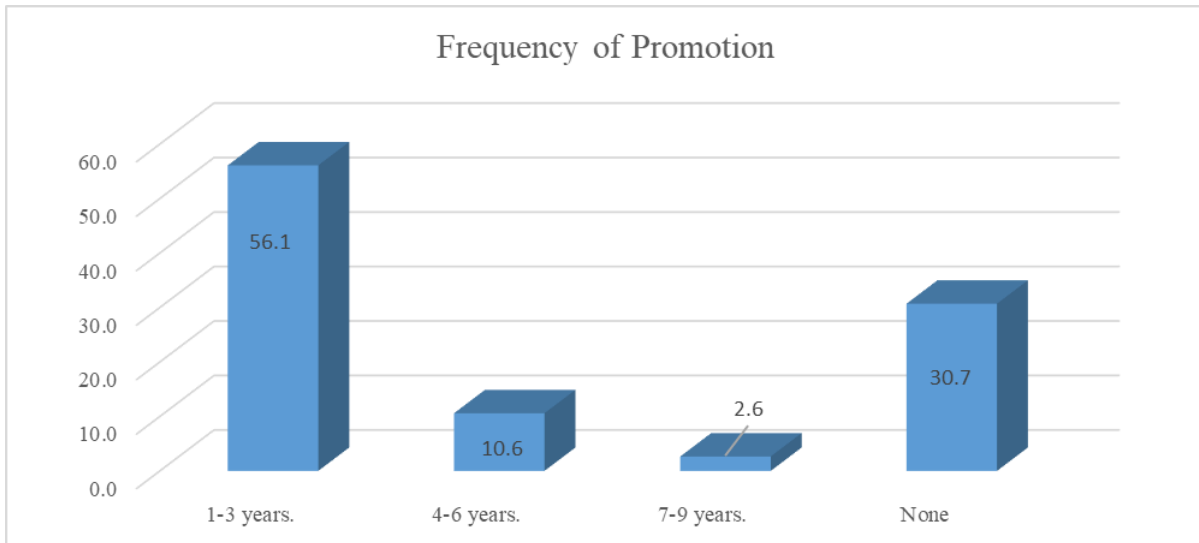


Figure 10: Frequency of Promotion

Figure 10 indicates that the majority (56.1%) of the respondents were promoted between 1 to 3 years, followed by 30.7% of those who had not been promoted since joining the organisation. About 10.6% of respondents were promoted between 4 to 6 years. Lastly, only 2.6% of respondents indicated that they were promoted between 7 to 9 years.

Measuring instrument

In terms of measuring instrument, an Organisational Commitment Questionnaire (OCQ), which was used to collect data about how accurate the items were for participants. Items such as “One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice and even if it were to my advantage, I do not feel it would be right to leave,” were graded by allocating numbers from 1-4, i.e.: (strongly agree [1], disagree [2], agree [3] and strongly agree [4]).

Statistical analysis

This section presents data obtained by a questionnaire administered on employees, ranging from subordinates to senior management and the data from the questionnaire were presented and analysed to provide answers to the research questions. The analysis was done using descriptive statistics to describe the demographic variables of the participants. Descriptive statistics was also used to measure the effects of career orientation on organisational commitment and performance of the Office of the Premier in the North West Province.

Research Procedure

The researcher was given permission through an ethical clearance and a formal letter from the University for the distribution of questionnaires. A request letter was sent to the North West provincial department (Office of the Premier) and was subsequently approved by the Head of Human Resources. Questionnaires were administered from office to office with a clear explanation and participation was voluntary and anonymous.

Measuring instrument

In terms of the measuring instrument, the article used the measurements below:

Career Orientation Inventory was used to collect data about how accurate the items were for participants. A four-point Likert scale was used, ranging from [1- never true for me, 2- occasionally true for me, 3-often true for me and 4- always true for me], with Items such as “I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures and building my own business is more important to me than achieving a high-level managerial position in someone else’s department.

Organisational Commitment Questionnaire was used to collect data about how accurate the items were for participants. Items such as “One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice & Even if it were to my advantage, I do not feel it would be right to leave,” were graded by allocating numbers from 1-4, i.e.: (strongly agree [1], disagree [2], agree [3] and strongly agree [4]).

Perceived Organisational Performance Scale which was used to collect data about how accurate the items were for participants. Items such as “I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures”, were graded by allocating numbers from 1-4, i.e.: (worse [1], about the same [2], somewhat better [3] and much better [4]).

Statistical analysis

This section presents data obtained by a questionnaire administered on employees, ranging from subordinates to senior management. The data from the questionnaire is presented and analysed to provide answers to the research questions. The analysis was done using descriptive statistics to describe the demographic variables of the participants. Descriptive statistics was also used to measure the effects of career orientation on organisational commitment and performance of the North West provincial government department under study, namely Office of the Premier.

Results

Pearson product-moment correlation coefficients were used to stipulate the relationship between the variables.

Table 1: Pearson's Correlations

Variable		Organisational Commitment	Career Orientation Inventory	Organisational Performance
Organisational Commitment	Pearson's r	1		
	p-value	-		
Career Orientation Inventory	Pearson's r	0.212	1	
	p-value	0.002	-	
Organisational Performance	Pearson's r	0.307	0.060	1
	p-value	< .001	0.385	-

Table 1 shows that there is a positive and significant relationship between Organisational Commitment and Career Orientation Inventory. The correlation coefficient of these two components is (0.212). Thus, organisational commitment is positively and significantly correlated with organisational performance. The correlation coefficient of these two components is 0.307 with a significance value of 0.001. Since this value is more than 0, it means there is a positive relationship between these variables. This indicates a positive correlation and that the two variables are interdependent as they influence each other. They, therefore, move in tandem. Pearson (r) correlation values range from -1.00 to +1.00. The level of statistical significance was set at $p \leq .05$. The sign, r, provides information about the direction of the relationship between variables. A positive correlation of 1.00 indicates that the scores for all the variables: Organisational commitment, Career Orientation Inventory and Organisational performance are in tandem. Career Orientation Inventory is positively correlated with Organisational performance. However, this correlation is not significant as the p-value is greater than the 0.05 level.

Table 2: Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
Organisational Commitment	213	2.775	0.482	1.000	4.000
Career Orientation Inventory	213	3.019	0.412	2.000	5.000
Organisational Performance	212	2.708	0.607	1.000	4.000
Total	212	2.873	0.361	2.000	4.000

Table 2 presents the descriptive statistics of the three components Organisational commitment, Career Orientation Inventory and Organisational performance. There is an insignificant difference between the means of these components, although the Career Orientation Inventory has a slightly greater mean. The standard deviation shows that individuals' career orientations and workplace lead to high commitment and performance while lack of relationship leads to dissatisfaction and turnover.

Findings

The Pearson correlation test (Table 1) shows that there is a positive and significant relationship between Organisational commitment and Career Orientation Inventory. The finding of this study intersects with the idea of Soomro and Shah, (2019). The correlation coefficient of these two components is (0.212). However, a positive correlation does not guarantee growth or benefit. Therefore, this organisation must try to generate strategies that will support their employees with training and development and career advancement opportunities, which in turn will develop the employees' feelings of strong emotional attachment, loyalty, and commitment toward their organisation. This idea is also supported by Al-Jabari and Ghazzawi (2019).

Organisations that boost the commitment of their employees well will retain highly skilled, talented, and valuable employees. It, therefore, becomes of great importance for modern organisations to keep their employees loyal and committed and to retain these skills and competencies (Shibiti, 2019). This source insist that it is very important that Management aligns the employee's career goals with the strategic goals of the organisation.

Discussions

There is a correlation with regard Organisational Commitment and organisational performance. This is apparent from the statements that show a positive and significant correlation between the two variables of organisational commitment and organisational performance. The correlation coefficient of these two components is (0.212). A correlation coefficient gauges the statistical relationship between variables.

The current research (Table 1) indicates clearly that Organisational commitment is positively and significantly correlated with organisational performance. The correlation coefficient of these two components is 0.307 with a significance value of 0.001. According to Potgieter, (2019), the level of employee performance is highly determined by the level of commitment that an employee has towards their organisation and its values.

Furthermore, commitment is considered to have a significant influence that determines the

success of the organisation. The results resonate with the results of previous studies such as Grego-Planer (2019), Purwanto (2020) and Nurani (2021). The results regarding the direct link between performance and commitment are also in line with Diamantidis and Chatzoglou's (2019) observation that the performance of an organisation is directly related to the level of employees' commitment.

In addition, employees with high organisational commitment are shown by their emotional ties, identification, and involvement of employees in an organisation, thus employees will work seriously to complete their duties so that their performance increases (Diana, Eliyana, & Pradana, 2020). Hence, Muktadir et. al., (2020) see organisational performance as being largely dependent on effective operational performance in the organisation itself.

Recommendations

Given that Organisational commitment is positively and significantly correlated with organisational performance, it is strongly recommended that organisations find ways to encourage organisational commitment within their companies to improve organisational performance. That is why Purwanto et. al., (2021) maintain that individuals with high organisational commitment are willing to exert effort on behalf of the organisation and are willing to accept the organisation's goals and values, which ultimately influence the quality of work and services offered by the organisation.

As the findings of this study have implications for the public sector, it is recommended that these findings be applied in public sector organisations to introduce training programmes to improve competence as well as for programmes that are crucial in improving organisational commitment and retaining the best employees. A study conducted by Katusiime (2019) in the Education Sector of Pakistan established that employee training improves the level of knowledge and commitment which eventually increases organisational performance.

Conclusion

This article presented the results of data obtained from employees of the North West provincial department. Data was analysed using descriptive statistics to describe the demographic variables of the participants. Descriptive statistics was also used to measure the employees' perceptions

of the Office of the Premier in the North West Province.

The findings indicate that individuals' career orientations and workplace lead to job satisfaction, high commitment, and performance while lack of relationship leads to dissatisfaction and turnover. The findings further showed that there is a positive and significant relationship between Organisational commitment and Career Orientation Inventory, with a correlation coefficient of 0.212.

This is a significant finding because commitment is considered an important influence that governs the success of the organisation. Hence it is pleasing to find that there is a positive and significant relationship between Organisational commitment and Career Orientation Inventory. Such a positive correlation may be influenced by several factors such as trust, shared vision, and commitment to the organisation. However, given the fact that a positive correlation does not necessarily guarantee growth or benefit, it is recommended that the organisation tries to generate strategies that will support their employees with training and development and career advancement opportunities, which in turn will develop the employees' feelings of strong emotional attachment, loyalty, and commitment toward their organisation.

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CHAPTER 6

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

1. Introduction

This chapter concludes with the objectives which were drawn from four the four articles. The study focused on investigating the effect of career orientation (CO), organisational commitment (OC) and organisational performance (OP), through a correlation between Organisational Commitment and Career Orientation, Commitment and Performance, Performance and Career Orientation.

The articles of the study used three different measuring instruments, namely Career Orientations. Inventory (COI), Organisational Commitment Questionnaire (OCQ) and Perceived Organisational Performance Scale (POPS).

2. Conclusion

The aim of the study was to investigate the effect of career orientation on organisational commitment and performance, with a view to showing how career orientation contributes to heightened employee commitment which in turn enhances organisational performance. This was achieved through a survey and the perusal of relevant literature. A research instrument in the form of questionnaires was used to explore the variables which are Career orientation, Organisational commitment, and Organisational performance.

The first article of the study discussed Career orientation

The participants of this study showed some lack of autonomy / independence and Lifestyle competencies. Management ought to be committed to providing or maintaining a flexible environment that supports work-life balance, which in turn saves on costs, eliminates cases of absenteeism, and creates a more loyal, committed, and productive workforce. Motivated employees were found to be more oriented towards autonomy and freedom and were more self-motivated compared to less motivated employees, which causes development opportunities to benefit them (Demircioglu & Chen, 2019).

The second article of the study discussed Organisational commitment

This study established that those younger employees prefer to stay within the company much longer than older employees because attempting to leave their present department might require a lot of personal sacrifices. In real circumstances, employers would prefer to invest in younger employees as they have more chances of staying with the company longer than older employees who are nearing retirement.

An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives and might turn down offers to move to a new company, even if they seem more attractive financially (Anwar & Abdullah, 2021). Such an employee is strongly associated with the organisational goals, seeks and wishes to stay with the organisation.

In terms of commitment perspective, such employees add more value to the organisation since they demonstrate more commitment, determination, positive behaviour, relatively high performance, and productivity within the organization and, are also more likely to adopt the organization's vision and goals competently and individually.

A higher level of commitment is likely to have an impact on the acceptance of organisational goals in improving the quality of services (Sholahudin, Setiawan & Alwi, 2019). Notably, Brown and Harvey (2021), state that committed employees often make things work, even without very good system and are key for higher productivity in the organisations.

Management must adopt various techniques to ensure that employees develop positive attitudes towards the organisation. Motivated and committed employees become an asset for the organisation since such employees lead to high productivity and performance of the organisation.

It must be noted that there are significant gains from the older or those who are about to retire. Their experience and knowledge may be valuable to the success of the organisation. They may use their experience and knowledge to contribute to some specific tasks that require their vast knowledge when need arises. Thus, the organisation must utilise for the benefit of the

organisation to invest more on the younger group since they are the asset of the organisation, while valuing the old and experienced. Moreover, the organisation must encourage social interactions between employees since this can improve the work environment.

Furthermore, management can also introduce an Internal training programme which will also reduce the cost of the organisation. Through this strategy, the organisation can address the issue of promotion since the study revealed that 30.7% of employees have never been promoted since joining the organisation (Figure 4.10). In addition, this will be another strategy of motivating employees since promotion often goes with higher remuneration packages.

The third article of the study discussed Organisational performance

The study revealed that most employees considered their department/organisation better than others that were doing the same function. It is therefore advised that the aspect of training and skills acquisition ought to be emphasised as one of the most important drivers when it comes to employees' positive perception of organisational performance. Karim (2019) indicates that training and development are crucial strategic tools for effective improvement of individual and organisational performance.

The purpose of training is to emphasise the growth development of personnel which is aimed at assisting employees to have adequate knowledge and skills to perform more efficiently (Piwowar-Sulej, 2021). In addition, training is not only for the newcomers but also for the current employees. The ongoing training plays a critical role in human resource development (HRD) as helps employees to be able to adjust and adapt to rapidly changing task requirements (Rohim & Budhiasa, 2019).

Furthermore, the study revealed that older employees tend to rate their organisation positively (i.e., somewhat better, or much better) compared to younger employees. The reason could be that these employees have been exposed to training within the organisational and organisational culture for a long time compared to younger ones who tend to be at the entry level of their careers.

Conclusion according to organisational performance

The study revealed that most employees thought that their department/organisation was better than others that were doing the same function. The aspect of training and skills acquisition was highlighted as one of the most important drivers when it comes to employees' positive perception of organisational performance. Furthermore, older employees tend to rate their organisation positively (i.e., somewhat better, or much better) compared to younger employees.

Therefore, it is suggested that training ought to be considered since it increases productivity and performance. When employees undergo training, their skills and knowledge of the job are improved, and this is likely to build their confidence in their abilities.

Conclusion according to organisational commitment

This study established that more females are less likely to discuss or even see the organisation's problem as their own than males. Thus, the management of this organisation is encouraged to consider tools or strategies that motivate women to be more open about their work.

3. Limitations

This research was conducted in the North West Province within a single organisation. Nonetheless, the sample used was large enough to allow for the generalisability of findings. Again, in terms of its scope, the study was limited mainly to three key variables, namely career orientation, organisational commitment, and performance. To obviate this limitation, reference has been made to other variables that overlap into these three key areas.

4. Recommendations

Considering the results analyses of this study, 30.7 % had not been promoted since joining the organisation despite the number of years they had worked for the company. It is recommended that to survive in an extremely dynamic environment, it is important that organisations take the

needs of the employees into consideration. Promotion could be one of those needs that may even boost the productivity of the employees. Promotions to positions that include more responsibility or authority are among the tools managers have to motivate workers. The possibility of a job promotion can motivate an employee by appealing to career anchors which are the major career and personal priorities that employees may hold.

In terms of Technical /functional and Security /stability competencies, organisations must provide individual training and skills development to improve their employees' potential as well as to update skills needed to enable them to be competitive, and productive, and to provide quality services. This may also enhance long- term attachment to the organisation. Training does not only develop the capabilities of the employee, but it also sharpens their thinking ability and creativity to enable the employees to make informed decisions on time and in an advanced productive way.

Furthermore, it is general knowledge that training improves the way employees deal with the customers, that is, they respond to customers' complaints or attend to queries without wasting time. Thus, it is crucial for organisations to provide training to improve and prepare employees' potential.

In terms of Service/dedication to a cause and pure challenge competencies, strategies ought to be implemented to boost a team spirit, that will enable the employees to care about each other, and their organization. Consequently, this will push them outside of their comfort zone to nourish their growth and develop into a team that is not afraid to take on the next challenge, that in turn improves employee loyalty, production, and engagement.

Moreover, it will not be difficult for them to handle meaningful, challenging tasks, to solve problems and work to win as indicated by Saif (2020), that pure challenges are fundamentally inspired to overcome major obstacles, solve almost unsolvable problems, or win out over extremely tough opponents. Lastly, Paais and Pattiruhu (2020) emphasise that employees who are already in their comfort zones lack creative ideas and that affects organisational performance and productivity.

Then the study recommended that management of the Office of the Premier, North West Province must put in place different approaches that will motivate the employees to enhance

commitment, employee's needs, organisation growth and productivity which in turn make employees to be competence, enjoy their jobs and perform well.

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Office of the Premier

North West Provincial Government
REPUBLIC OF SOUTH AFRICA



3rd Floor, Ga-Rona Building
Private Bag X129,
MMABATHO
2735

HUMAN RESOURCES MANAGEMENT

Tel: +27 (18) 388-3378
Fax: +27(18) 388- 3388
E-mail: [mamolanoka@nwp.gov.za](mailto:mamolanka@nwp.gov.za)

Ms D. Motsaathebe

North West University: Mahikeng Campus

Corner of Albert Luthuli and University Drive

Mmabatho

2735

Dear Ms Motsaathebe

PERMISSION TO CONDUCT RESEARCH WITHIN THE OFFICE OF THE PREMIER: NORTH WEST.

Kindly be informed that your request for permission to conduct research study within the Office of the Premier in the North West titled: "The effect of career orientation on organizational commitment and performance", has been approved.

It must however be noted that: Certain information in the Public Service is classified and you will not be favoured with such. You will be required to fill in the Declaration/Oath of Secrecy Form as it is the requirement from the Security Management Directorate.

Relevant officials to be interviewed will have to be consulted well in advance to negotiate interview dates/times as well as information to be required.

Further, it will be required that you share your findings with the Office of the Premier.

For further assistance, please be at liberty to contact Ms M.A Molanoka at [mamolanoka@nwp.gov.za/](mailto:mamolanka@nwp.gov.za) 018 388 3378 and Ms T.K.D Keautlwe at [kkeautlwe@nwp.gov.za/](mailto:kkeautlwe@nwp.gov.za) 018 388 5036

PERMISSION TO CONDUCT RESEARCH WITHIN THE OFFICE OF THE PREMIER

On behalf of the Office of the Premier, we would like to wish you all the best with your research project.



DIRECTOR: HUMAN RESOURCES MANAGEMENT
MR M.M BADIMO

12/12/2019
DATE



29 January 2019

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the **Economic and Management Sciences Research Ethics Committee (EMS-REC)** on 29/01/2019, the Economic and Management Sciences Research Ethics Committee hereby **approves** your study as indicated below. This implies that the North-West University Research Ethics Regulatory Committee (NWU-RERC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: The after effect of career orientation on organizational commitment and performance: A case of North West Province.			
Study Leader/Supervisor (Principal Investigator)/Researcher: Dr A Molefi			
Student: D Motsaatebe			
Ethics number:	N	W	U
	-	0	0
	1	8	3
	-	1	9
	-	A	4
	<small>institution</small>	<small>Study Number</small>	<small>Year</small>
	<small>Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation</small>		
Application Type:		Risk:	Low
Commencement date: 29/01/2019			
Expiry date: 28/01/2020			
Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.			

Special in process conditions of the research for approval (if applicable):

<p>General conditions:</p> <p>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:</p> <ul style="list-style-type: none"> • The study leader/supervisor (principle investigator)/researcher must report in the prescribed format to the EMS-REC: <ul style="list-style-type: none"> - annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and - without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study. • The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the EMS-REC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited. • Annually a number of studies may be randomly selected for an external audit. • The date of approval indicates the first date that the study may be started. • In the interest of ethical responsibility, the NWU-RERC and EMS-REC reserves the right to: <ul style="list-style-type: none"> - request access to any information or data at any time during the course or after completion of the study; - 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: <ul style="list-style-type: none"> · any unethical principles or practices of the study 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;*
- *submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or*
- *new institutional rules, national legislation or international conventions deem it necessary.*

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

Yours sincerely



Prof D Mello
Research Director and Ad-Hoc Chairperson for Backlog NWU Economic and Management Sciences
Research Ethics Meeting

Original details: (22351930) C:\Users\22351930\Desktop\ETHICS APPROVAL LETTER OF STUDY.docm
8 November 2018

File reference: 9.1.5.4.1

Dear Respondent

I am Daisy Motsaathebe a Master's student, at the North - West University (Mafikeng Campus), Department of Industrial Psychology and hereby requesting your participation in this study which seeks to investigate "The effects of Career Orientation on Organizational Commitment and Performance in government: North -West Province".

Kindly complete the questionnaire as honestly as possible, and it should take you approximately 7-10 minutes of your time. Please note the following:

- Your participation is important to this research.
- Your responses will remain confidential and anonymous, and you cannot be identified in person based on the answers you give.
- Your participation is voluntary, and you are free to withdraw from this study at any time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- If you have any comments or question regarding this study, please feel free to contact my supervisor, Dr. A. Molefi (molefakgotla.molefi@nwu.ac.za).

Thank you for your participation.

Section A**Demographical Background****Kindly tick the appropriate box with 'X'**

Gender	Male	Female									
Marital status	Single	Married	Divorced	Widowed							
Race	African	White	Colored	Indian	Specify						
Home language	Setswana	English	Afrikaans	Sotho	Zulu	Xhosa	Specify				
Age range	25-34	35-44	45-54	55-64	65-74	75& above					
Highest level of Education	Certificate	Diploma	Bachelor's Degree	Honours	Masters' Degree	Doctorate					
Nature of Employment	Temporary	Contract	Fixed Term	Permanent							
Job Level	Subordinate	Lower management	Middle management	Senior Management							
Working experience	0-5 yrs.	6-11 yrs.	12-17 yrs.	18-23 yrs.	24-29 yrs.	30 & above					
Frequency of promotion	1-3 yrs.	4-6 yrs.	7-9 yrs.	10-15 yrs.	20 & above	None					

Section B Organizational Commitment Questionnaire (OCQ)

Kindly indicate your answer with “X” in the appropriate column

	Strongly disagree 1	Disagree 2	Agree 3	Strongly agree 4
I would be very happy to spend the rest of my career in this department.				
I really feel as if this department’s problems are my own.				
I do not feel like ‘part of my family’ at this department.				
I do not feel ‘emotionally attached’ to this department.				
This department has a great deal of personal meaning for me.				
I do not feel a strong sense of belonging to this department.				
It would be very hard for me to leave my job at this department right now even if I wanted to.				
Too much of my life would be disrupted if I leave my department.				
Right now, staying with my job at this department is a matter of necessity as much as desire.				
I believe I have too few options to consider leaving this department.				
One of the few negative consequences of leaving my job at this department would be the scarcity of available alternative elsewhere.				
One of the major reasons I continue to work for this department is that leaving would require considerable personal sacrifice				
I do not feel any obligation to remain with my department.				

Even if it were to my advantage, I do not feel it would be right to leave				
I would feel guilty if I left this department now.				
This department deserves my loyalty.				
I would not leave my department right now because of my sense of obligation to it.				
I owe a great deal to this department.				

Section C Career Orientation Inventory (CIO)

Kindly indicate your answer with 'X' in the appropriate column.

#	QUESTION	Never true for me	Occasionally true for me	Often true for me	Always true forme
		1	2	3	4
1	I dream of being so good at what I do that my expert advice will be sought continually				
2	I am most fulfilled in my work when I have been able to integrate and manage the efforts of others				
3	I dream of having a career that will allow me the freedom to do a job on my own way and schedule				
4	Security and stability are more important to me than freedom and autonomy				
5	I am always on the lookout for ideas that would permit me to start my own				

	enterprise				
6	I will feel successful in my career only if I have a feeling of having made a real contribution to the welfare of society				
7	I dream of a career in which I can solve problems or win out in situations that are extremely challenging				
8	I would rather leave my department than to be put in a job that would compromise my ability to pursue personal and family concerns				
9	I will feel successful in my career only if I can develop technical or functional skills to a very high-level competence				
10	I dream of being in charge of a complex department and making decisions that affect many people				
11	I am most fulfilled in my work when I am completely free to define my own tasks, schedules, and procedures				
12	I would rather leave my department altogether than accept an assignment that would jeopardize my security in the department				
13	Building my own business is more important to me than achieving a high-level managerial position in someone else's department				
14	I am most fulfilled in my career when I have been able to use my talents in the service of others				
15	I will feel successful in my career only if I face and overcome very difficult challenges				

16	I dream of a career that will permit me to integrate my personal, family, and work needs				
17	Becoming a senior functional manager in my area of expertise is more attractive to me than becoming a general manager				
18	I will feel successful in my career only if I become a general manager in some department				
19	I will feel successful in my career only if I achieve complete autonomy and freedom				
20	I seek jobs in department that will give me a sense of security and stability				
21	I am most fulfilled in my career when I have been able to build something that is entirely the result of my own ideas and efforts				
22	Using my skills to make the world a better place to live and work is more important to me than achieving a high-level managerial position.				
23	I have been most fulfilled in my career when I have solved seemingly unsolvable problems or won out over seemingly impossible odds				
24	I feel successful in life only if I have been able to balance my personal, family, and career requirements				
25	I would rather leave my department than accept a rotational assignments that would take me out of my area of expertise				
26	Becoming a general manager is more attractive to me than becoming a senior functional manager in my current area of expertise				

27	The chance to do a job on my own way, free of rules and constraints, is more important to me than security				
28	I am most fulfilled in my work when I feel that I have complete financial and employment security				
29	I will feel successful in my career only if I succeed in creating or building something that is entirely my own product or idea				
30	I dream of having a career that makes a real contribution to humanity and society				
31	I seek out work opportunities that strongly challenge my problem solving and/or competitive skills				
32	Balancing the demands of personal and professional life is more important to me than achieving a high-level managerial position				
33	I am most fulfilled in my work when I have been able to use my special skills and talents				
34	I would rather leave my department than accept a job that would take me away from the general managerial track				
35	I would rather leave my department than accept a job that would reduce my autonomy and freedom				
36	I dream of having a career that will allow me to feel a sense of security and stability				
37	I dream of starting up and building my own business				

38	I would rather leave my department than accept an assignment that would undermine my ability to be of service to others				
39	Working on problems that are almost unsolvable is more important to me than achieving a high-level managerial position				
40	I have always sought out work opportunities that minimize interference with personal or family concerns				

Section D Perceived Organisational Performance Scale (POPS)

Kindly indicate your answer with “X” in an appropriate box.

<i>Perceived organisational performance</i>				
How would you compare the department’s performance over the past 3 years to that of other departments that do the same kind of work? In terms of:	Worse	about the same	somewhat better	much better
	1	2	3	4
Quality of products, services/programs?				
Development of new products, services, or programs?				
Ability to attract essential employees?				
Ability to retain essential employees?				
Relations between management and other employees?				
Satisfaction of customers /clients?				

Relations among employees in general?				
Relations between management and other employees?				
Perceived market performance				
Compared to other departments that do the same kind of work, how would you compare the department's performance over the last 3 years in terms of:	Worse 1	about the same 2	somewhat better 3	much better 4
Servicing clients?				
Growth in service delivery?				
Profitability?				
Competitive?				
Employee skills				
Staffing selectivity	Worse 1	about the same 2	somewhat better 3	much better 4
In the past 2 years, about how many applications have you considered for each senior manager opening?				
In the past 2 years, about how many applications have you considered for each middle manager opening?				
In the past 2 years, about how many applications have you considered for each subordinate opening?				

Training effectiveness	Worse 1	about the same 2	somewhat better 3	much better 4
Apart from on-the-job training, in the past 2 years did the organization provide any employees with formal job training, either on or off the premises?				
Within the last 2 years, how many employees participated in formal job training?				
Overall, how effective would you say your employee training is?				
Employee motivation				
Incentive compensation	Worse 1	about the same 2	somewhat better 3	much better 4
How important is job performance in determining the earnings of senior managers?				
How important is job performance in determining the earnings of middle management?				
How important is job performance in determining the earnings of subordinates?				
Are there formal procedures for resolving disputes between employees and their supervisors or co-workers?				

Grievance procedure	Worse 1	about the same 2	somewhat better 3	much better 4
Are there formal procedures for resolving disputes between employees and their supervisors or co-workers?				
Structure of jobs and work				
Decentralised decision making	Worse 1	about the same 2	somewhat better 3	much better 4
Has <i>final</i> decision making about the number of people to be employed here improved?				
How do you evaluate the final decision about which new employees to hire?				
During your tenure as an employee, how would you rate the final decision about using subcontractors or temporary employees?				
How do you find the final decision about evaluating worker performance?				
In your opinion, how do you view the final decision about worker promotions?				
How do you appreciate the final decision about wage rates or salary levels?				
How is the final decision about discharging or laying off workers since you joined this department?				

How do you appraise the fairness in the final decision about work scheduling and overtime?				
Internal labour market	Worse 1	about the same 2	somewhat better 3	much better 4
Since you joined this department how are the chances for promoting administrative staff to a level above?				
Have the chances of filling in senior managerial vacancies with people already employed at this department improved since you got employed?				
Have managerial or administrative vacancies been filled with people already employed at the department since you arrived at this department?				
Vertical hierarchy	Worse 1	about the same 2	somewhat better 3	much better 4
Have the levels between the lowest and highest positions at the department improved?				



Office: 0183892082

FACULTY OF EDUCATION

Cell: 0782295700 / 0789175805

Date: 06/10/2022

TO WHOM IT MAY CONCERN

CERTIFICATE OF EDITING

I, Sifiso Sibanda, confirm and certify that I have read and edited the Master of Administration dissertation: ***THE EFFECT OF CAREER ORIENTATION ON ORGANIZATIONAL COMMITMENT AND PERFORMANCE: A CASE OF NORTH WEST PROVINCE*** by D. Motsaathebe, submitted in fulfilment of the requirements for the degree *Master of Administration in Human Resource Management* at the North-West University, which was supervised by Dr. M A Molefi of the North-West University.

I hold a PhD in Language and Literature with English and am qualified to edit academic work of such nature for cohesion and coherence.

The views and research procedures detailed and expressed in the dissertation remain those of the researcher/s.

Yours sincerely

Sifiso Sibanda

(PhD, MA, BA Honours, B.Ed., D.Ed. – English)

