

JOB SATISFACTION AND ORGANISATIONAL COMMITMENT IN THE
DEPARTMENT OF CORRECTIONAL SERVICES, NORTH WEST PROVINCE

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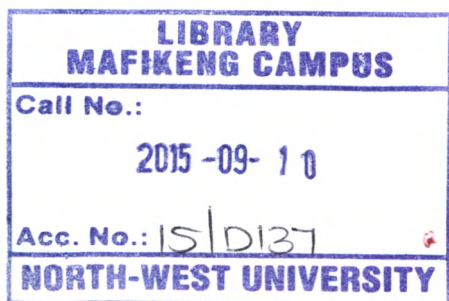
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Supervisor: Dr G.N. MOLEFE

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DECLARATION

I hereby declare that this dissertation is my own work and effort and that it has not been submitted anywhere for any award. Where the contributions of others have been used, all efforts have been made to acknowledge them.

The work was done under the supervision of Dr. Gabedi Nicholas Molefe who is attached to the Graduate School of Business and Government Leadership at the North-West University, Mahikeng Campus.

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ABSTRACT

Organisational commitment is a measure of employees' intentions to remain within the employment of one organisation, or to find alternative employment in a different organisation. It is important for organisations to understand the commitment of their employees as this has implications for their ability to retain staff and achieve organisational goals. Studies have indicated that committed employees identify with the organisation's goals and they make effort to achieve these goals. Failure to retain employees also has financial implications for the organisation in the sense that it incurs expenditure in the rehiring and training of employees. The organisation also loses the experience and institutional knowledge of employees who leave the organisation, thereby reducing performance capacity.

The purpose of the study was to establish the levels of job satisfaction and organisational commitment within the Department of Correctional Services. Job satisfaction refers to the level of personal fulfilment in relation to one's job. There are several determinants of job satisfaction, conditions which impact positively on employees' fulfilment in the workplace.

The study comprised a literature review as well as an empirical study that was conducted at the Department of Correctional Services. The research made findings on the levels of job satisfaction and employee's intentions to leave the organisation. It also sheds light on the specific aspects that have an impact on job satisfaction and organisational commitment in this organisation. Recommendations for future study and for management are also provided at the end of the study.

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CHAPTER 1

BACKGROUND AND OVERVIEW

1.1. INTRODUCTION

The aim of the study was to determine the levels of job satisfaction and organisational commitment as well as their contributory factors in the Department of Correctional Services with specific reference to Rooigrond Correctional Centre in Mahikeng, North West Province in the Republic of South Africa.

Kaptijn (2009:2) defines organisational commitment as a psychological state that characterises the relationship that the employee has with the organisation, a relationship that influences the decision of the employee to stay in or leave the organisation. According to Mohamed, Taylor and Hassan (2006:512), organisational commitment is a key factor in the elimination or at least the reduction of voluntary turnover in the form of resignation and migration to other organisations by employees. The higher the job satisfaction, the higher the commitment of employees to remain in the organisation (University of Toronto, 2003).

The articles that are reviewed are the results of research and academic endeavour of different scholars in the field on Industrial-Organisational Psychology and Human Resources Management.

Following this introduction, are the context of the study, the problem statement, the literature review and then the objectives of the study. The last part reflects the research methodology.

1.2. CONTEXT

In the previous studies of organisations, various scholars placed a lot of emphasis on the concept of organisational commitment. According to Kaptijn (2009:2), this is to be expected because organisational commitment has been found to be empirically related to economic concepts like job performance, turnover, intentions and to more recently developed constructs like organisational citizenship.

Employees' emotional attachment to their employer is considered to be an important determinant of their dedication and loyalty to the employer (Rhoades, Eisenberger & Armeli, 2001: 825). These authors believe that the absence of commitment has been associated with absenteeism, low performance and turnover.

According to Feinstein (undated: 3), an organisation's inability and poor efforts to ensure job satisfaction creates more dissonance than cohesion between employees and management, leading to high turnover. To control turnover, managers need to understand the commitment of employees and to know what affects the levels of commitment.

While there have been numerous studies conducted into the subject of organisational commitment, most of which were done internationally, such a study has not been undertaken in South Africa's Department of Correctional Services before.

1.3. PROBLEM STATEMENT

Against the background provided above, the following problem statement has been formulated:

Lack of job satisfaction among employees leads to lack of commitment towards the organisation. As a result there is an increase in the employees' intention to leave the organisation voluntarily.

1.4. RESEARCH OBJECTIVES

The objectives of the study are as follows:

- To determine the level of employee satisfaction in the Department of Correctional Services.
- To investigate factors that contribute to employee satisfaction in the department
- To determine the level of employee commitment in the department.
- To investigate the factors that contribute to employee commitment in the department.

1.5. RESEARCH QUESTIONS

The research answers the following questions:

1. Are the employees of the Department of Correctional Services satisfied with their jobs?
2. What are the factors that contribute to job satisfaction of employees in the Department of Correctional Services?
3. What are the levels of organisational commitment among employees of the Department of Correctional Services ?
4. What are the factors that contribute to organisational commitment in the Department of Correctional Services?

1.6. SIGNIFICANCE OF THE STUDY

The study tests the applicability of previous research findings on the intended study population, namely, the Department of Correctional Services. As with many other organisations, the occurrence of employee turnover is costly to the organisation in both financial and operational terms.

The costs of replacing employees who have left the organisation are high. Similarly the loss of staff compromises the operational effectiveness and efficiency of the organisation. Understanding what makes employees leave the organisation will enable the organisation to control the rate of turnover in the organisation. The next section reflects the Chapter outline.

1.7. CHAPTER OUTLINE

Chapter 1: Background and overview: This chapter provides the background of the study and forms the research proposal. **Chapter 2: Literature review:** This chapter reviews various literatures on the subject of the study. The literature comprises textbooks and articles. **Chapter 3: Research design and methodology:** This chapter presents the tools used to present the data, such as questionnaires. **Chapter 4: Presentation of research results:** This chapter provides an analysis of the results and findings. **Chapter 5: Conclusion and recommendations:** The final chapter offers recommendations to the management of the Department of Correctional Services based on the findings and literature prescriptions.

1.8. CHAPTER SUMMARY

This research project is about the psychological construct of job satisfaction and organisational commitment. The purpose is to investigate how the variable of job satisfaction affects the intention of employees to quit the organisation.

The research was conducted among Correctional Officers in the Department of Correctional Services at the Rooigrond Correctional Centre.

The next chapter deals with literature review.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

The purpose of this chapter is to review the different literature that has been published on the constructs on job satisfaction and organisational commitment. The literature review includes an overview of the legislative mandate of the Department of Correctional Services as well as the challenges that the department faces in its quest to achieve optimal staffing.

The review also reflects on the theoretical foundation of the subject as well as the implications for management. It examines the various determinants of job satisfaction and organisational commitment. These are the situational and managerial factors that, according to the literature, have an influence on the job satisfaction of employees and their commitment to the organisation. The understanding of job satisfaction and organisational commitment should enable management to take proactive steps to prevent voluntary attrition from employment.

Attrition is displayed by withdrawal behaviours from work. Such behaviours are displayed by physical withdrawal like absenteeism and turnover. Organisations need to understand such turnover because it results in high costs (Falkenburg & Schyns, 2007:709).

The literature that is reviewed comprises mainly published articles and to a lesser extent, books and official documents focusing on the Department of Correctional Services.

Most of the previous research on job satisfaction and organisational commitment focused mainly on private sector employers outside South Africa, with most studies having been done in North America (Meyer, Stanley, Hersovitch & Topolnystky, 2002). This review echoes a reliance on international publications. It is important to undertake further studies in South Africa in order to test the applicability of the current theory and to add to the body of knowledge on the subject.

A study on job satisfaction and organisational commitment among customer-service contact employees who represent the organisation to the customer found that organisations that paid inadequate attention to job satisfaction and organisational commitment experienced the lowest customer service (Mulhorta & Mukherjee, 2004). This finding suggests the need to establish what the levels of job satisfaction and commitment to the organisation are needed to ensure that the levels of service delivery and productivity can be satisfactory. This may also be an important area for further research.

2.2. BRIEF OVERVIEW OF STAFFING ISSUES IN THE DEPARTMENT OF CORRECTIONAL SERVICES

The South African Department of Correctional Services is an arm of the national government that is responsible for the administration and management of the prison system in the country.

The core mandate of the department is to ensure safe and secure detention of convicted and awaiting trial persons detained in any of the prisons (commonly referred to as correctional centres) in South Africa. Additional to the mandate of safe and secure detention, the system is tasked with the responsibility of the rehabilitation of offenders. This is intended to empower offenders with skills necessary to enable them to be productive and independent after release, and also to promote permanent behaviour change so that the ex-convict does not revert back to criminal activity. This is achieved through a variety of skills development and counselling programmes administered throughout their detention (White Paper on Corrections, 2005).

According to the *Departmental of Correctional Services 2010/2011 Annual Report*, the department had a vacancy rate of 15.28% measured against 47 336 approved posts as at 31 March 2011. The targeted vacancy rate is 5%. Of the approved posts only 41 500 were funded. The total staff requirement for the Department of Correctional Services is approximately 60 000.

The report states that due to the inability of the Department of Correctional Services to maintain a reasonable vacancy rate of 5%, the National Treasury removed R522 million from the DCS' compensation baseline. This implies that the compensation budget was reduced by R522 million, thereby eliminating any possibility of filling the vacant posts. The removal of funds was to be reviewed once the department had improved its ability to fill posts at a more efficient rate.

The White Paper on Corrections in South Africa (2005:61) identifies maintenance of human resources as one of the Department of Correctional Services' major strategic challenges:

The strategic direction that has developed in the Department in the democratic dispensation has faced the Department with major human resource development challenges – to ensure the paradigm shift of existing personnel, as well as the development of an appropriate recruitment, promotion and retention strategy for that various categories of personnel required to deliver on the rehabilitation mandate.

The admission made in the White Paper that the department experiences challenges in the attraction and retention of personnel makes the research on job satisfaction and the commitment of staff to the department particularly relevant as it is intended to establish the root causes of satisfaction and possible causes of dissatisfaction and thereby enable the identification of remedial action.

2.3. UNDERSTANDING THE CONCEPTS: JOB SATISFACTION AND ORGANISATIONAL COMMITMENT

2.3.1. Job satisfaction

Job satisfaction has been given several definitions. There is agreement among these definitions that job satisfaction is an attitude that one has towards their job and elements of the working environment. Gunlu, Aksarayli and Percin (2010: 695), state that job satisfaction is a feeling or a general attitude of the employee in relation to their jobs and the job components such as the working environment, working conditions, equitable rewards and communication with colleagues.

This definition of job satisfaction is aligned with Herzberg's two factor theory. According to Gunlu *et al.* (2010:695) employees have two categories of needs referred to as hygiene and motivation factors. Hygiene factors include the quality of supervision, interpersonal relations, physical working conditions, salary, benefits, etc. According to Hyun (2009:15), the role of hygiene factors is the prevention of discontentment among employees. Hygiene factors do not lead to higher satisfaction, but if they are lacking there would be dissatisfaction.

Motivation factors, unlike hygiene factors, can influence job satisfaction and productivity. The motivation factors involve what people actually do on their job and it is necessary to ensure that motivation factors are inculcated into the job. Examples of motivation factors are personal growth, passion for the job, social responsibility, opportunity for advancement, respect, praise, recognition and the feeling of achievement. Uniquely, pay can serve as both a hygiene and a motivation factor. Salary can represent just the ability to spend or 'buying power' which qualifies it as a hygiene factor. However salary can also represent a symbol of achievement, in which case it is a motivator (Hyun, 2009).

Increasing an employee's satisfaction is a technique for controlling absenteeism and turnover in the organisation. Eventually, increased satisfaction leads to improved productivity (Hyun, 2009).

A study by Samad (2011) among managers in the manufacturing sector found that employees who received satisfactory motivation and hygiene factors were likely to be more committed and also to perform better. The conclusion of the Samad (2011) study was that Herzberg's theory is a potential model in the organisational commitment-job performance relationship.

The presence of job dissatisfaction within the employment ranks of an organisation can prove to be a major liability for the affected organisation. Dissatisfied employees can be counter-productive. Dissatisfied employees can engage in negative activities such as stealing, poor service, damaging rumours and damage of equipment. They are also likely to report ill with complaints such as tension, depression, slackness (lassitude/fatigue) apprehension and sleeplessness (Ali, 2008; Hyun, 2009).

2.3.2. Organisational commitment

Organisational commitment is defined as the level of an employee's intention to continue being employed by the organisation or alternatively, the intention to leave the organisation. Foote, Seipel, Johnson and Duffy (2005:204) provide that the following are indicators of commitment:

- The belief in and acceptance of organisational goals and objectives.
- The willingness to work hard on behalf of the organisation.
- Definite intentions to remain in the organisation.

One of the prominent models of organisational commitment is Meyer and Allen's three-dimensional measure of commitment. This model identifies three distinct forms of commitment (Jaros; 2007). These are affective commitment, continuance commitment and normative commitment Kaptijn (2009:2) defines these forms of commitment as follows:

- *Affective commitment*: (emotional attachment to the organisation, identification with the organisation and an employee's level of commitment in the organisation). People with this commitment want to stay in the organisation because they are emotionally attached to the organisation. For example, "I work here because the people are great and the work is fun."
- *Continuance commitment*: (perceived costs to the employees if they should leave the organisation). Employees with this commitment stay in the organisation because of their needs. For example, "I'd leave if I knew I could get another job that paid as much."
- *Normative commitment*: (an employee's perceived obligation to stay in the organisation). People with this commitment stay in the organisation because they believe they ought to. For example, "I work here because they hired me when I needed a job so I owe it to them."

According to Currie and Dollery (2006), employees can display varying degrees of commitment along the three forms of commitment. Influencing factors might be demographic and of a personal nature. Differences in commitment were observed in a study among Police officers in New South Wales, Australia.

Currie and Dollery (2006) found in that study that continuance commitment (desire to remain employed due to own needs and fear of loss) was positively related to tenure. The longer a person's experience within an organisation the more they wanted to remain in the organisation. The more employees advanced in terms of length of service, the more they acknowledge their contributions in terms of time, effort and the increasing cost of termination of employment. Affective and normative commitment decreased as continuance commitment decreased. A Student Police Officer's commitment to the organisation was based more on desire or obligation rather than cost considerations.

The study also observed that an employee's increase in work effort resulted from an affective attachment to the organisation. This was dependent upon the employees' perception that their increased effort and commitment would be met with rewards, either material (e.g. increased pay) or symbolic (praise or recognition) rewards.

Mishra (2005) states that organisational commitment has been defined in different ways by different authors, with most researchers adjusting the definition to suit the context of their research. Organisational commitment is viewed both as an attitude and a behavioural outcome (Mishra; 2005, 89-90):

Attitudinal commitment is a bond between the individual and the organisation. If the bond reflects an individual's identification, it is referred to as attitudinal commitment. The behavioural perspective focuses on overt manifestations of commitment such as attendance, tenure and performance. In this type of commitment, committed behaviour is distinguished from general expectations in the sense that it goes beyond such expectations. It reflects willingness to involve in extra role behaviour for benefit of the organisation as a whole while performing assigned roles fully and willingness to make sacrifices for the organisation.

Lack of commitment may lead to turnover. Turnover is the tendency to withdraw from the organisation. This may occur in temporary (absenteeism) and permanent (leaving the organisation) forms. According to Ali (2008), turnover is costly to the organisation both in terms of direct and indirect costs. Expenditures incurred on the selection, recruitment, induction, and training of employees are direct costs. Reduced morale, pressure on the employees left behind and the loss of social capital are indirect costs.

Murkejee and Mulhorta (2004:164) advise that organisations should be careful of the type of commitment that is observable within their ranks because not all sorts of commitment are alike: "Where the benefits of reduced turnover are obtained at the cost of poor performance, service quality suffers, since not all forms of commitment can be associated with high job performance"(Murkejee and Mulhorta; 2004:164).

According to Eslami and Gharakhani (2012), in a previous research, job satisfaction was treated as an independent variable while organisational commitment was treated as a dependent variable. Job satisfaction was viewed as a kind of response to specific job related issues while organisational commitment was more of a global reaction to the organisation as a whole. It is held that organisational commitment should be more consistent than job satisfaction.

Eslami and Gharakhani (2012:88) provide that job satisfaction has positive and significant effects on organisational commitment, implying that management should be actively involved in attempts to improve their firm's job satisfaction of employees to achieve a higher level of organisational commitment. According to Nehmeh (2006), the more committed the employee, the greater the effort exerted by the employee. Highly committed employees wish to remain associated with the organisation and advance organisational goals, and are therefore less likely to leave (employee retention is seen to be highest with all forms of commitment).

2.3.3. The organisational commitment model

The following figure (Figure 2.1) presents the matrix of the relationship between the factors that bear on organisational commitment and the consequences that they result in:

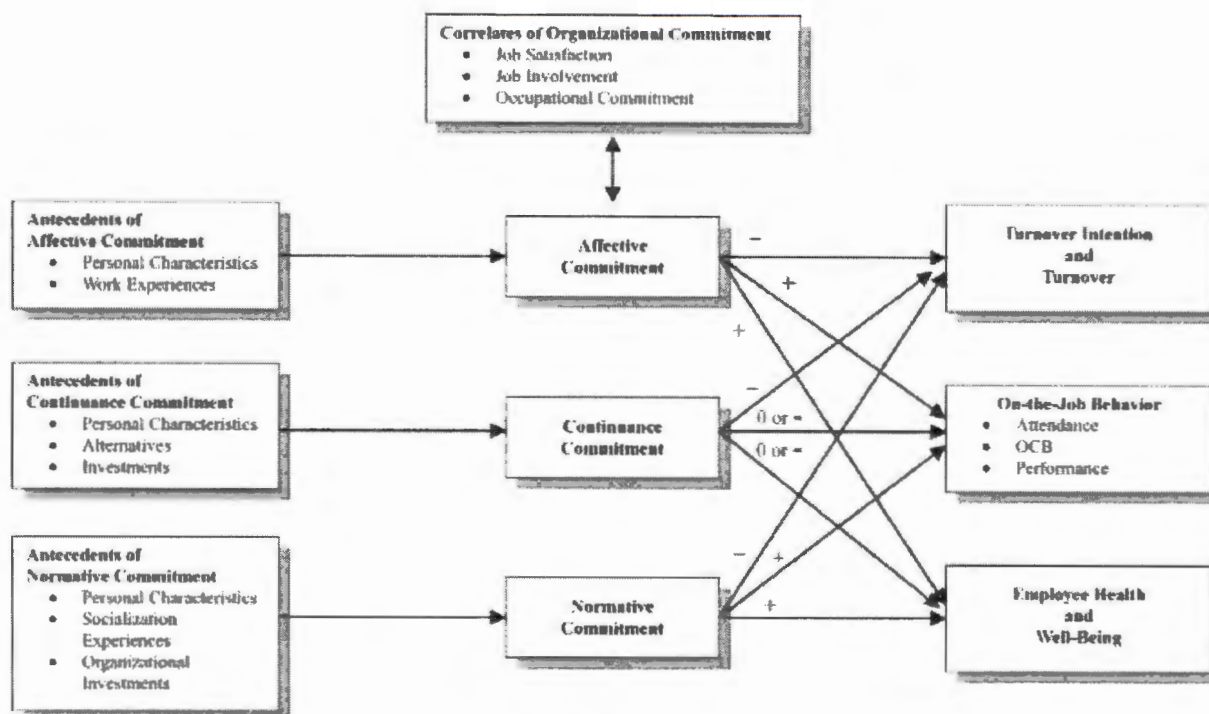


Figure 2.1: Three-Component Model of Organisational Commitment (Source: Meyer *et al.*, 2002)

The model outlines the relationship between the different types of commitment (affective, continuance and normative) and the variables (antecedents) that positively contribute to commitments and the positive consequences of commitment.

According to Meyer *et al.* (2002), all three sorts of commitment are negatively related to turnover intention, as indicated by the minus (-) sign between the type of commitment and the withdrawal behaviour. It is implied in the model that the presence of these types of commitment reduces the intention to quit or actual attrition.

Similarly, all the three types of commitment are associated with positive outcomes signified by the positive outcomes between the commitment types and the outcomes of attendance, organisational citizenship behaviour as well as on-the-job performance. Also associated with the commitment types are the positive outcomes of employee health and well-being.

2.3.4. Determinants of job satisfaction and organisational commitment

Lumley, Coetzee, Tladinyane and Ferreira (2011:100) identified the following nine facets of job satisfaction. These are tabulated below in Table 2.1 together with their short description:

Table 2.1: Nine facets of job satisfaction

<u>Facet</u>	<u>Description</u>
Pay/salary/remuneration/income	Satisfaction with pay and pay raises
Promotion	Satisfaction with promotion opportunities
Supervision	Satisfaction with person's immediate supervision
Fringe benefits	Satisfaction with monetary and monetary benefits
Contingent rewards	Satisfaction with appreciation, recognition and rewards for good work
Operating procedures	Satisfaction with operating policies and procedures
Co-workers	Satisfaction with co-workers
Nature of work	Satisfaction with type of work done
Communication	Satisfaction with communication within the organisation

Source: Lumley, Coetzee, Tladinyane and Ferreira (2011)

Some of the above-mentioned facets are discussed in greater detail below:

Demographic factors

Erickti, Vito, Walsh and Higgins (2011) found in a study among police officers that the effects of demographic factors on job satisfaction and commitment have been inconsistent and consensus has not been reached about which variables significantly predict job satisfaction.

Erickti *et al.* (2011) also found that police officers between the ages of 20 and 25 were more satisfied than other age groups. The male police officers had higher job satisfaction levels than female officers. The men were more likely to change police

departments, while women were more likely to accept a job offer different from policing.

Rank within the service was also found to be a possible influencer on job satisfaction. Erickti *et al* (2011), state that by virtue of their rank, police managers enjoy some privileges along with their increased responsibility. For example, they may have better work conditions than line officers such as: private work spaces, cars, equipment, greater autonomy, higher salaries and flexible work hours. Thus these enhancements may account for their high level of job satisfaction.

Another demographic factor which possibly has not received much prominence in job satisfaction and organizational commitment studies is that of disability. According to Uppal (2005), individuals with disabilities report higher levels of dissatisfaction with their jobs as compared to individuals without disabilities. Visually impaired employees were found by Uppal (2005) to be the least satisfied. The reasons identified are discrimination, harassment, threat of job-loss, poor interpersonal relations, risk of injury, unreasonable demands, among others. While the dissatisfaction among the visually impaired is highest, the dissatisfaction among other types is present though its magnitude decreases. The absence of assistive technology/ employer accommodation and the need by the disabled thereof could be a source of the difference in satisfaction levels between the disabled and those without disabilities.

In a study among university academic staff it was found that gender did not appear to influence satisfaction levels between male and female lecturers on the same level, however, senior female lecturers were more satisfied than lower ranked male lecturers (Oshagbemi, 2000). This study does note however, that senior academic staff within the subject population comprise only 22%, which creates a potential for bias in the results. The majority of research findings have found (as pointed out elsewhere in the paper), indicate that on the whole, male employees tend to be more satisfied than female colleagues of the same characteristics (García-Bernal, Gargallo-Castel, Marzo-Navarro and Rivera-Torres; 2005)

Remuneration and recognition

The underlying assumption behind remuneration as a potential source of job satisfaction is that money has the ability to motivate a person's behaviour. If an employee is of the perception that they are fairly rewarded, the employees will in turn perform their work with the belief that the employer will counter by offering monetary benefits and other affirmative considerations. An employee is likely to want to stay if they believe that they are rewarded fairly and adequately (Chew & Chan, 2007:513). According to Uppal (2005), results for relative income studies indicate that individuals are more satisfied with their jobs if they earn more relative to what others with similar characteristics earn.

Petrescu and Simmons (2008) indicate that their study did not reveal any positive relationship between income and job satisfaction. They refer to studies that indicate that "...despite rising wages, there are stagnant levels in job satisfaction. Petrescu and Simmons (2008:653) state further, however, that relative income, rather than own income may have an impact on job satisfaction. This relates to employees' perception of equality and inequality between themselves and co-workers. It is stated that dispersed pay structures (characterised by huge differences between the lowest paid and highest paid employees) may lead to workforce instability and higher turnover, although it may lead to increased individual performance and promotion of workers. On the other hand, compressed pay structures (characterised by minimal differences in pay) may promote team effort and cooperation. This strategy may, however, discourage increased effort from employees, resulting in employees delivering to the minimal standards of productivity.

There are other advantages and disadvantages for any pay strategy. Petrescu and Simmons (2008) state that dispersed pay may be viewed to result in big wage gaps, which may alienate workers at the lower end of the wage range, making them feel undervalued. They recommend the best pay practice that can promote job satisfaction to be a mixture of seniority, productivity and credentials. To achieve a fair and perfect pay practice is hugely challenging.

Abdulla, Djerbani and Mellahi (2011) argue that salary and incentives are powerful determinants which make it necessary for organisations to pay attention to remunerations such as salary, fringe benefits, allowances and financial rewards.

Human resource practices and policies

Specific organisational policies have the potential to enhance job satisfaction and commitment if they are structured in such a way that they clarify employee behaviour. Organisational policies are detailed fundamentals that have a bearing on employees daily work activities and their interactions with co-workers. Organisational policies symbolise corporate values and guide the decision making of managers and supervisors and they shape employees work experiences, instantly impacting on their behaviours, work relationships, compensation and sense of security (Foote *et al.*, 2005).

Employees interpret human resource practices as indicators of how much the organisation is committed to them. Depending on the employee's perception of the organisation's commitment to them, the employee will in return adjust their attitudes toward the organisation (Chew & Chan, 2007).

Currie and Dollery (2006), believe that although the focus of organisational commitment has been on the commitment of the employee towards the organisation, the commitment of the organisation to the employee is also important. The basis upon which the commitment of the organisation can be determined is by its conventions on legal, ethical and moral responsibility it takes for the actions of its representatives to employees. Organisational precedents, traditions and policies act as a guide to behaviour.

In order for the organisation to attain increased positive work behaviour and to reduce turnover intentions among its employees it is necessary that the organisation develops policies that are viewed by employees to be effective (Chew & Chan, 2007).

Another important practice that has been found to enhance job satisfaction is participative decision making. According to Kim (2002: 232), several studies have found participative decision making to lead to improved mental health and job satisfaction among employees. It is stated further that the basic assumption behind participative decision making is that sharing managers' decision making power will enhance performance and job satisfaction. The quality-of-life movement enhances

employee satisfaction, improving intrinsic motivation, and helping employees to feel good about their work and jobs (Kim: 2002).

According to Kim (2002:232), however, there has been disagreement among researchers of the value of participative decision making in the enhancement of job satisfaction. This argument has been based on the inconsistent research findings on the relationship.

Petrescu and Simmons (2008:652) identified the following variables in their study of human resource practices as impacting on job satisfaction: work organisation, supervision, employee involvement, training and learning, team work and pay practices as well as the level of unionisation in the workplace. Petrescu and Simmons (2008: 658) made the following findings:

- Workplaces which embed “ongoing learning” have significantly higher levels of job satisfaction and ongoing learning enhances commitment. Employees who receive training reciprocate by increased effort and productivity.
- Constant direct supervision, meaning that the employee can be seen all the time by a supervisor or a manager, has a negative impact on job satisfaction. In contrast, the fact that “work can be visually assessed” by a supervisor has a small but positive effect on job satisfaction. Thus, whereas close supervision of work is disliked, perhaps because it is associated with a feeling of being controlled, workers do like some feedback on their performance.

It was found that team work had little impact on job satisfaction. This finding is in contrast with the many authors who have found that team work is an important human resource practice which has a significant impact on job satisfaction and commitment. Possible causes are identified: team work may bring with it increased pressure from peers in the team. Team members may also keep an eye on peers on behalf of management, extending the control of management thereby – this is referred to as concertive control. On the other hand, job autonomy has been found to be positively related to job satisfaction. Workers who control the pace of their task performance and how these tasks are performed were more satisfied than those who did not.

Balfour and Wechsler (1996: 256) identified the following factors, which the management of any organisation need to maintain to enhance levels of satisfaction:

- *Participation*: employees at all levels of the organisation want to be included in decisions that affect their work and role in the organisation.
- *Job scope*: how individuals feel about the contribution of their work to the accomplishment of organisational goals should also affect their commitment. Jobs that are broad in scope provide greater opportunities for individuals to make meaningful contributions to the achievement of organisational purpose.
- *Political penetration*: individuals cannot feel a strong sense of attachment to the goals and purposes of an organisation in which management decisions and practices are seen as improperly motivated by political considerations.
- *Tenure*: the decision to remain a member of the organisation implies acceptance of the organisational purpose, individuals with longer service are therefore expected to have a greater stake in the organisation and its goals and mission.

Perceived procedural justice and organisational ethics

Perceived procedural justice refers to the methods by which decisions are made. This concerns fairness and perceptions of employees on whether management use fair procedures to arrive at outcomes (Halepota & Shah, 2011). This is important when decisions to be made relate to distributive outcomes such as promotions, evaluations and rewards.

Koh and Booh (2004:682) identify three measures of organisational ethics which are associated with job satisfaction, namely:

- Top management for ethical behaviour.
- The organisation's ethical climate.
- The association between ethical behaviour and career success.

Koh and Booh (2004: 682) explain the link between organisational ethics and job satisfaction through what they refer to as the organisational justice theory. This

theory is central to understanding a wide range of human attitudes and behaviours in organisations. According to Koh and Booh (2004:679), organisational justice is dichotomised into two:

- 1) Distributive justice, which addresses the fairness of managerial decisions relative to the distribution of outcomes such as pay and promotions.
- 2) Procedural justice, which focuses on how managerial decisions are made.

The concept of fairness is important because the perceptions of fairness in one area influence the perceptions of fairness in other areas. Employees who perceive their organisation to be ethical are likely to perceive their organisation to be fair to them. This in turn, is likely to enhance job satisfaction (Koh & Booh, 2004).

Furthermore, if employees perceive strong management support for ethical behaviour, a favourable ethical climate as well as a strong association between ethical behaviour and career success, then they are likely to have a higher level of job satisfaction (Koh & Booh, 2004:79).

Okpara and Wynn (2008: 946-947) articulate similar implications for management: Management may be able to improve job satisfaction and commitment by identifying and eliminating aspects of the organisation that encourage unethical behaviour while at the same time actively promoting good ethical behaviour such as caring for their employees and community, developing clear rules and company guidelines, ensuring that employees act in an ethical manner when representing the company and so forth. This can be done by rewarding managers who have demonstrated ethical practices in the organisation, and punishing those who are unethical.

Managers should embrace the value of ethics within the organisation by implementing programmes to ensure that such ethics are part of the day-to-day administration guidelines. Koh and Booh (2004:687) propose the following measures:

- Development of the organisational code of ethics. This policy should set out the acceptable set of ethical philosophy, rules of conduct and practices. The code should enhance corporate reputation and brand image, signal to internal and external parties that the organisation is committed to ethical behaviour,

create a cohesive corporate culture and guide and influence behaviour within the organisation.

- The organisation should appoint ethics officers and/or offer employee training programmes in ethics. Corporate ethics programmes can provide an effective means of setting and communicating expectations among employees for their actions and behaviour. In addition, an ethics officer can play a role in ethics training as well as the monitoring and enforcement of ethical behaviour as well as standards.
- The association between ethical behaviour and career success can be incorporated into the corporate culture, which usually encompasses the ways work and authority are organized, the ways people are rewarded and controlled, as well as organisational features such as customs, taboos, company slogans, heroes and social rituals.
- The organisation can integrate ethics into the normal channels of strategic decision-making and train managers in decision-making skills that incorporate ethical principles and values.

Employee engagement

A relatively new concept that is related to organisational commitment is employee engagement. Employee engagement is defined by Truss, Mankin and Kelliher (2012) as the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance.

According to Truss *et al.* (2012:221) there are three facets to engagement: Intellectual engagement, or the propensity to think hard about work tasks. Affective engagement, or experiencing positive emotions in relation to work such as enthusiasm. Social engagement, or discussing work related improvements with colleagues.

Employee engagement has been compared with the subjects of job satisfaction and organisational commitment (Truss *et al.*, 2012):

Job satisfaction: job satisfaction has been referred to as a state of personal fulfilment in relation to one’s job, comprising satisfaction with both extrinsic factors, such as pay and working conditions and intrinsic factors relating to the job itself. The difference between job satisfaction and engagement is firstly, that engagement is a multidimensional construct comprising not just feelings but also cognitions and behaviours and secondly not merely satiation but also activation.

Organisational Commitment: three forms of commitment have been identified as outlined above, continuance commitment (a willingness to remain with the organisation), affective commitment (feelings or emotional attachment towards the employer) and normative (the belief that staying with the employer is the right thing to do. Commonalities have been found between affective commitment and engagement, however engagement may be more than just attitudinal.

It appears that other authors such as Saks (2006) may be using the terms employee engagement, job satisfaction and organisational commitment interchangeably. This view is based on the similarity of antecedents to employee engagement to those of organisational commitment and job satisfaction identified earlier in this text, which include *job characteristics, recognition and rewards* as well as *distributive and procedural justice*, among others.

Table 2.2 below displays the outcomes of employee engagement

Table 2.2: The outcomes and evidence of employee engagement

<u>Outcome</u>	<u>Evidence</u>
Improved individual health and wellbeing	Several studies have shown that engaged employees enjoy significantly higher levels of wellbeing than their disengaged colleagues.
Reduced sickness absence	Engaged employees took an average 2.7 sick days a year compared with 6.2 for the disengaged.
Reduced turnover	Engaged employees are significantly more likely to want to stay with their employer.

Higher levels of individual productivity and performance	Quality errors were significantly higher with poorly engaged teams
Higher levels of organisational corporate performance	Companies with a highly engaged workforce improved operating income by 19.2% over 12 months compared with those with low scores which saw a 32.7% decline over the same period.
Higher levels of organisational citizenship behaviour	Engaged workers are more likely to be more helpful and courteous.
Higher levels of customer service	There is a strong relationship between high levels of staff engagement and client satisfaction.
Higher levels of innovation	Highly engaged workers also display significantly higher levels of innovative behaviour
Higher levels of commitment, organisational advocacy and job satisfaction.	Employees with high levels of engagement are more satisfied and with their work, more likely to advocate their employer and more committed

Source: Truss, Mankin and Kelliher (2012)

Task characteristics

Gesthuizen (2009) identifies four job characteristics that can have a bearing on levels of job dissatisfaction: income dissatisfaction, dissatisfaction with the hours worked, dissatisfaction with the match between education and work content and general dissatisfaction.

According to Gesthuizen (2009), the resemblance between work preferences and actual job characteristics indicate the extent to which an employee is “at his or her place”. The better this person-job fit (the employee evaluates the characteristics of the job to personal preferences) the stronger they feel committed to the organisation, the more they are satisfied with their job in general, the less they are inclined to want to leave the organisation. Contrarily, a disappointing person-job fit results in general dissatisfaction, the wish to leave, and eventually, if one finds a suitable alternative, in actual departure.

Gesthuizen (2009) does warn that all assumptions about influencers and determinants of job satisfaction and commitment should take into consideration, the

different characteristics of individuals, educational levels, culture, the labour market and family life-cycle.

In Naude (2010), job characteristics are divided into two groups, namely, job demands and job resources. Demands are the things that have to be done. These can be referred to as those physical, psychological, social, or organisational aspects of the job that require sustained physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs. Although job demands are not necessarily negative, they may turn into job stressors when meeting those demands of high effort and therefore associated with high costs that elicit negative responses such as depression, anxiety or burnout (Naude, 2010).

Job resources refer to those physical, psychological, social or organisational aspects of the job that reduce job demands and the associated physiological and psychological costs and are functional in achieving work goals, stimulate personal growth, learning and development. The presence of specific demands and the absence of specific resources predict burnout, which in turn is expected to lead to various negative outcomes such as illness, turnover, absenteeism, and diminished organisational commitment (Naude, 2010).

Task characteristics span across five different areas according to Naude (2010). These define the potential of a job to be motivating. These are referred to as the components of a working climate:

- Skill variety: the opportunity to use numerous and varied skills in one's personal selection of skills to perform work.
- Task identity: the degree to which the job requires the completion of a whole recognisable piece of work.
- Task significance: the degree to which a job affects the lives of other people.
- Task autonomy: the extent to which the job provides individual discretion in the workplace.
- Task feedback: the well-defined opportunity to know how effectively one is in performing directly from the work itself.

- Job clarity refers to the level to which tasks and rules affecting how to perform them are clearly communicated to employees. This relates to the employees' sense of knowing and what is expected of them to perform (Halepota & Shah, 2011).

Earlier literature identified working conditions found to affect job satisfaction, most of which are in agreement with more recent writings. The following are provided by Savery (1996):

- Mentally challenging work with which the individual can cope successfully.
- Rewards for performance in line with personal aspirations that are just and understood.
- Work which is not too tiring physically.
- Help in attaining interesting work, pay, promotions and minimising role conflict and ambiguity.

Another aspect of the job environment sourced from earlier literature is job security, which is defined by Yousef (1998) as the extent to which an organisation provides stable employment for employees. Job security is important in the sense that it is critical for influencing work related outcomes. The outcomes, as provided by Yousef (1998), include the following:

- Job security is a determinant of employee health.
- It is a determinant of the physical and psychological wellbeing of employees.
- It influences the levels of employee turnover and retention.
- It influences job satisfaction and commitment.

The intention to quit work

According to Perryer, Jordan, Firms and Travaglione (2010:913), the intention of employees to leave the organisation is usually the most utilised variable in predicting actual turnover, suggesting that the number of employee with the intention to leave, possibly translates into the number of employees who eventually leave the

organisation. Naude (2010) associates this with the attitude-behaviour theory which states that a person's intention to engage in a specific behaviour is the close predictor of that behaviour

Turnover represents the estimated probability that an employee will stay within the employment of a specific organisation.

Perryer *et al.* (2010) argue that since managers hold the power to influence the factors causing the employee's turnover intention, as the employee has not left the organisation yet, understanding of turnover intention is of more value for managers. The implication for managers is that they must have awareness of employees' perceptions on aspects that may lead to turnover intentions and actual turnover and adapt their decisions and actions accordingly. According to Naude (2010) several reasons have been found why people leave their employment. The reasons include the following:

- The job or workplace was not as expected.
- There is a mismatch between the person and the job.
- There is not enough feedback or coaching.
- There are too few growth and advancement opportunities.
- Employees feel devalued and unrecognised.
- Employees suffer stress from overwork and work-life imbalance.
- There is a loss of trust in top leaders.

Walters (2008) provides several pointers on influences on the intention to quit (as well as factors that promote employment continuance):

- Social support and intent to quit. If supervisors are not interested in employees' welfare and do not pay attention to the work problems they experience, the possibility that employees will resign increases.
- If employees feel that they are not fairly rewarded for the effort they exerted, they will lose trust in management to look after their best interest.

- Social support and perceived organisational support. The more the supervisor is helpful in getting the worker's job done, the more the employee feels that their psychological contract is catered for.

De Gieter, Hofmans and Pepermans (2011), in a study of nurses, found that turnover is directly influenced by the individuals' commitment and indirectly through their job satisfaction, with satisfaction being influenced by a variety of organisational, demographic and environmental variable. De Gieter *et al.* (2011) argue further that treating employees as a homogenous group might blur important turnover intentions.

De Gieter *et al.* (2011) propose that employers should group employees into meaningful cohorts, and thereby, create the possibility to understand the tendencies of each group, their specific needs as well as their characteristic reasons for turnover. In their study, De Gieter *et al.* (2011) found that different generations of employees leave the organisation for different reasons, depending on their generation-specific work-related values and need.

Issues that prevail in the labour market at a certain period will also influence the intention of employees to leave the organisation. In an economy that is depressed there are less attractive jobs in the open market, thus reducing the incentive for employees to look for alternative employment externally. Furthermore, some organisations and industries may hold better and more attractive opportunities than others, thereby making job-holders in those industries and organisations want to stay (De Gieter *et al.*, 2011).

2.4. SYNTHESIS OF REVIEWED LITERATURE

It is anticipated that this study will prove or disprove the applicability of international findings in a South African setting. In addition the study will, hopefully, add to the body of knowledge on the subject matter.

2.5. CHAPTER SUMMARY

This was a review of the relationship between job satisfaction of organisational commitment and the potential influence of any employee to quit.

This study forms the theoretical basis for the purpose of the search. The research was conducted in the Department of Correctional Services in the Republic of South Africa. The study explored the potential challenges facing the Department in the retention of staff as far as such challenges were related to job satisfaction and organisational commitment.

For the purpose of this study the meaning of job satisfaction is based on Herzberg's two factor theory. This theory considers job satisfaction to be a function of the level to which an employer meets an employee's certain needs. The needs are categorised into two, namely, hygiene factors and motivation factors.

Hygiene factors serve to prevent dissatisfaction. They do not lead to higher satisfaction but in their absence, dissatisfaction may result. Hygiene factors include interpersonal relations, working conditions and leadership type, among others.

Motivation factors on the other hand influence job satisfaction and productivity. These include aspects like opportunity for growth, recognition and salary. Organisational commitment is the level to which an employee intends to stay within the employment of the organisation.

This study also takes a look into the factors that influence job satisfaction and organisational commitment. The antecedents and determinants of job satisfaction are in essence the level to which the different hygiene and motivation factors are met within the organisation.

Koh and Booh (2004) state that job satisfaction and organisational commitment are important determinants and turnover intention and absenteeism. Both turnover and absenteeism are in turn costly to the organisation because they lead to lower productivity and low morale, increased hiring, retention and training costs. While the previous statement may be true, some forms of turnover may be beneficial by way of ridding the organisation of unproductive employees, and those who may display values that go against the vision of the organisations. The literature suggests that job satisfaction is associated with positive organisational outcomes such as improved productivity and profitability.

Demographic factors have been found to have an influence on satisfaction and commitment levels. In some cases the findings have come out to be in contrast of

similar demographic categories. In some cases it has been found that younger employees tend to be more satisfied while in some studies, older employees are more satisfied and tend to want to stay longer than younger employees.

The aspects of gender, culture, rank, organisational size, type of profession, and educational level also have a bearing on the issues of satisfaction and commitment. These place an obligation on managers to identify influencers that are relevant to their organisations.

The next chapter deals with the research design and methodology utilised in conducting the empirical study.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

The purpose of this chapter is to outline the design and methodology utilised for the research project. The aspects of the research design and methodology consist of the following:

- Overview of possible research methods
- Description and justification of chosen method
- Appropriateness and justification and alignment with thesis statement and research questions
- Sampling method – size of sample with reference to the total population
- Research instrument used and the structure of the questionnaire
- Data collected and discussion of reliability and validity
- Ethical consideration
- Summary

3.2. DIFFERENT RESEARCH METHODS AND THE CHOSEN RESEARCH METHOD

Several methods exist which can be used in the process of research. Among these are qualitative versus quantitative research. Marczyk *et al.* (2005) distinguish between the two as follows:

- **Quantitative research** involves studies that make use of statistical analyses to obtain their findings. Key features include formal and systematic measurements and the use of statistics.
- **Qualitative research** involves studies that do not attempt to quantify their results through statistical summary or analysis. Qualitative studies typically involve interviews and observation without measurement.

- **Mixed method design:** The two research methods may not always be possible to use to the exclusion of each other. This is because certain types of data cannot be counted in a quantitative study as they relate to constructs such as emotions or perceptions. This is most common in studies of human behaviour. In such cases the researcher has to combine elements of quantitative and qualitative design. This is referred to as the mixed method design.

Leedy and Ormrod (2010), provide the following characteristics of the two research categories mentioned:

Table 3.1: Different research methods

Question	Quantitative	Qualitative
What is the purpose of the research?	• To explain and predict • To confirm and validate • To test theory	• To describe and explain • To explore and interpret • To build theory
What is the nature of the research?	• Focused • Known variables • Established guidelines • Predetermined methods • Somewhat context-free • Detached view	• Holistic • Unknown variables • Flexible guidelines • Emergent methods • Context bound • Personal view
What are the data like and how are they collected?	• Numeric data • Representative, large sample • Standardised instruments	• Textual and/or image-based data • Informative, small sample • Loosely structured or non-standardised observations and interviews
How are data analysed to determine their meaning?	• Statistical analysis • Stress on objectivity • Deductive reasoning	• Search for themes and categories • Acknowledgment that analysis is subjective and potentially biased • Inductive reasoning
How are the findings communicated?	• Numbers • Statistics, aggregated	• Words • Narratives, individual

	data Formal voice, scientific style	quotes Personal voice, literary style
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Source: Leedy and Ormrod (2010)

The quantitative research method has been chosen in this study for the following reasons:

- The study tests the applicability of the Organisational Commitment Model and the theory attached to it on the subject population.
- The study seeks explanations and predicts the occurrence of behaviour.
- Certain generalisations may be made from the findings of the study, which may contribute to current theory.
- The study is focused on defined variables, which are analysed scientifically and objectively.
- Data was gathered using a standardised collection instrument.

3.3. DEMOGRAPHICS

The study was conducted among Correctional Officers at Rooigrond Correctional Centre outside the town of Mahikeng in North West Province, Republic of South Africa. The Centre employs 328 officials according to the PERSAL post establishment. PERSAL is the human resources information system used by government departments in RSA. The population employed at Rooigrond is predominantly African (94%) and Male (over 90%). Countrywide, the Department employs about 41500 employees. It is headed by the National Commissioner (equivalent to Director General).

The youngest employee was born in 1990 and the oldest in 1954, which bring the age range from 23 to 59.The lowest paid employee earns R106, 000 and the highest paid employee earns about R540,000 per year

The majority of employees are responsible for custodial duties, which involve safe custody of offenders. There are a number (about 10) of professionals who are responsible for specific programmes, such as nurses and teachers.

3.4. DATA-COLLECTION METHOD

Questionnaires were distributed in two employee meetings held a week apart from each other. This was done in order to get access to employees who would be off-duty in the other week and on-duty the next week and vice-versa. The employees were requested to complete the questionnaires and return them to a nominated collection point. The total population of Rooigrond Correctional Centre employees (N) is 328. According to Sekaran (2003) – (refer to Annexure A), the representative sample (S) for such a population is 175. A total of 225 questionnaires were distributed. The additional 50 questionnaires were included to cater for the probability that some questionnaires would not be completed or returned.

3.5. ETHICAL CONSIDERATIONS

According to Marczyk *et al.* (2005), all studies with human participants involve some degree of risk. These risks present researchers with an ethical dilemma regarding the degree to which participants should be placed at risk in the name of scientific progress. The following ethical considerations were taken into account in order to mitigate against risk:

- Obtain written approval from the leadership of the Department of Correctional Services to collect data from employees on Departmental premises during work hours. This permission was requested from the Departmental Research Committee based at the Head Office of the Department of Correctional Services in Pretoria.
- The results are meant to guide and inform future managerial decision-making on the prevention and control of employee turnover from the Department of Correctional Services. All participants in the study were made aware of this purpose and also of the fact that there was no other agenda attached to the study that shall bring any undesirable consequence to any party.
- All participants involved did so on a strictly voluntary basis, free from any coercion to participate.
- The anonymity of all participants was guaranteed in order to avoid any possibility of victimisation as a result of having taken part in the study.

3.6. RESEARCH INSTRUMENT

For the purpose of this research project, data was collected by means of questionnaires.

The study was a survey research as it involved gathering data about people's attitudes and forms of probable behaviour and the responses received were subjected to statistical analysis making use of frequencies, percentages, tables as well as measures of central tendency.

The attitudinal aspect of the research relates to the research questions addressing job satisfaction. The behavioural aspect is the intention to quit and/or the actual withdrawal from the Department of Correctional Services.

The items that relate to job satisfaction in the questionnaire were derived from the Minnesota Satisfaction Questionnaire (MSQ) while the items on organisational commitment were derived from the Organisational Commitment Model.

The MSQ is designed to measure an employee's satisfaction with his or her job. The MSQ was developed from the 'Theory of Work Adjustment'. According to Weiss, Dawis, England and Lofquist (1967), the theory uses the correspondence (or lack of it) between personality and the work environment. The Theory of Work Adjustment holds that, in order to influence the likelihood that an employee would want to remain within the employ of an organisation, the employer would need to match an employee's need and abilities with the work environment.

The questions on organisational commitment were sourced from the Organisational Commitment Questionnaire (OCQ). The OCQ is made up of structured items that measure the three types of commitment (affective, normative and continuance).

The questionnaire consisted of three sections:

- **Biographic data:** This section requires information related to age, gender, length of service, salary level, marital status and educational qualification.
- **Measurement of job satisfaction:** This section enabled participants to reveal how they feel about their work. The aspects measured include satisfaction about pay, promotion, type of supervision, operating policies and procedures and nature of work.

- **Measurement of organisational commitment:** This section tested the effects of job satisfaction on the intentions of employees to quit the organisation. This tested if the employees were currently applying externally to alternative organisations and whether they had thoughts of leaving, that is resignation or early retirement. The section is sought to establish what changes the leadership of the department could make in order to make employees want to continue within the employment of the Department of Correctional services.

3.7. RESEARCH QUESTIONS

The research was intended to answer the following questions:

1. Are the employees of the Department of Correctional Services satisfied with their jobs?
2. What are the factors that contribute to job satisfaction of employees in the Department of Correctional Services?
3. What are the levels of organisational commitment among employees of the Department of Correctional Services ?
4. What are the factors that contribute to organisational commitment in the Department of Correctional Services?

The problem statement has been formulated as follows:

Lack of job satisfaction among employees leads to lack of commitment towards the organisation. As a result there is an increase in the employees' intention to leave the organisation voluntarily.

3.8. DISCUSSION ON DATA COLLECTION, RELIABILITY AND VALIDITY

The results made it possible to determine if the hypotheses and problem statement are valid.

Correctional Centres in the Republic of South Africa operate based on similar policies, procedures, directives and conditions. The issues faced by the Centres could therefore be considered to be similar. As a result it was expected that the

findings that came from the study conducted at one centre should be held to be externally valid.

Marczyk *et al.* (2005) define external validity as the degree to which research results generalize to other conditions, participants, times and places. External validity is related to conclusions that can be drawn about the strength of the inferred causal relationship between the independent and dependent variables to circumstances beyond those experimentally studied (Marczyk *et al.*, 2005).

One concept that is related to validity is reliability. Marczyk *et al.* (2005) define reliability as the consistency or stability of the score obtained over time and across settings and conditions.

Tests for validity were conducted through the **Cronbach Alpha Coefficient Test**. According to Buxton (2008), a correlation coefficient gives a numerical summary of the degree of association between two variables, i.e. to what degree do high values in one variable go with high values of the other one.

Correlation coefficients vary from -1 to +1 with positive values indicating an increasing relationship and negative values indicating a decreasing relationship. Buxton (2008) states that correlation does not necessarily imply causality. While there may be a relationship between two variables, it should not be a foregone conclusion that a movement in one variable is the direct cause of the movement in the second variable. There may be external factors that drive the movement.

The Cronbach alpha test is concerned with the internal consistency of a test. According to Cronbach (1951), any research based on measurement must ensure the accuracy and dependability/reliability of the measurement. A reliability coefficient demonstrates whether the test design was correct in expecting a certain collection of items of the study to yield interpretable statements, thereby enabling the possibility to prove or disprove the hypotheses.

To ensure that reliability is maintained in this study, the following strategies, as provided by Marczyk *et al* (2005), were followed:

- All participants were subjected to the same standard measurement (questionnaires).

- It was ensured that participants understood the instructions and content of the questionnaire.
- The data was analysed with the assistance of a qualified statistician in order to ensure accurate analysis.

Data collected from the questionnaires was captured on the Microsoft Excel spreadsheet and analysis was conducted through the SPSS data analysis programme. Conclusions were based on the size of particular responses relative to others. The findings from the empirical study will be presented by making use of measures of central tendency, tables and percentages. The tables and percentages showed the data that reflected the proportion of respondents who provided a specific response to an item on the questionnaire out of a total number of respondents who responded to the particular item.

3.9. CHAPTER SUMMARY

This chapter offers insight into the research design and methodology used in this research project. It begins by outlining different research methods that a researcher might opt for when conducting research.

Following the descriptions of various methods comes the description of the research design and methods used in this project as well as the reasons behind the decision.

Furthermore, the population, that is, the subject of the study is introduced. Then follows the sampling method, ethical considerations as well as the description of the data gathering instrument, a questionnaire based on the Minnesota Satisfaction Questionnaire as well as the Occupational Commitment Questionnaire.

The questionnaire is divided into three sections. The first section gathers biographical data, while the second and third sections measure job satisfaction and organisational commitment respectively.

The next section contains a discussion of findings reflecting an analysis of the findings from the data collected. It comprises statistical representation of data presented up of percentages, tables and graphs as well as measures of central tendency.

CHAPTER 4

PRESENTATION OF RESEARCH RESULTS

4.1. INTRODUCTION

The aim of this chapter is to present the results of the empirical study to enable the linkage with the literature on the subject. The analysis is done by making use of descriptive statistics.

The results are based on the responses gathered using a structured questionnaire, consisting of three sections. The first section of the questionnaire requests demographic information about respondents. The second section requires evidence about the satisfaction level of employees. The third section seeks information on the level of employees' commitment to the organisation. A total of 225 questionnaires were prepared for individual employees and distributed randomly at Rooigrond Correctional Centre. Of the 225 questionnaires handed out, 163 were returned, forming a response rate of 72%.

The author distributed questionnaires to employees in the said Centre in two different staff meetings. The author does not rule out the possibilities of overstating or understating of certain aspects in the responses, however, all reasonable efforts were made to collect and capture data effectively without compromising any standards.

4.2. ANALYSING THE SAMPLE

Below is the demographic breakdown of the respondents according to the survey:

4.2.1. Gender

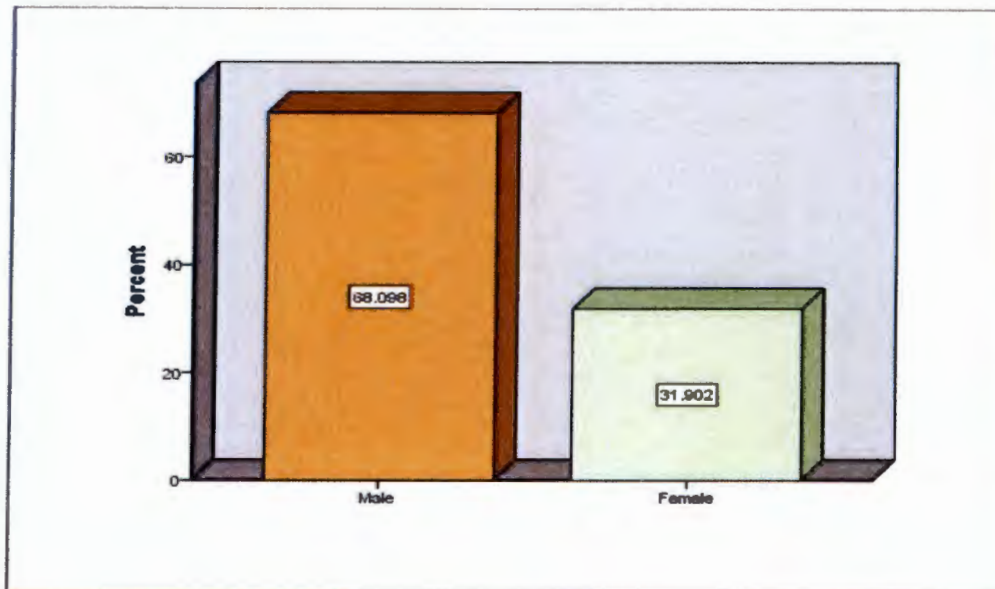


Figure 4.1: Gender balance of respondents

According to the results 68.1% of the respondents were male and 31.9% were female. This difference is influenced by the male vs. female equity make-up. The majority of the employees are male.

4.2.2. Age

The following Table shows the percentages of respondents from different age groups:

Table 4.1: Age distribution of respondents

Age Group	Percentage
Below 25	0
25 to 35	20.9
36 to 45	37.4
46 to 55	35
56 and older	6.7
Total	100

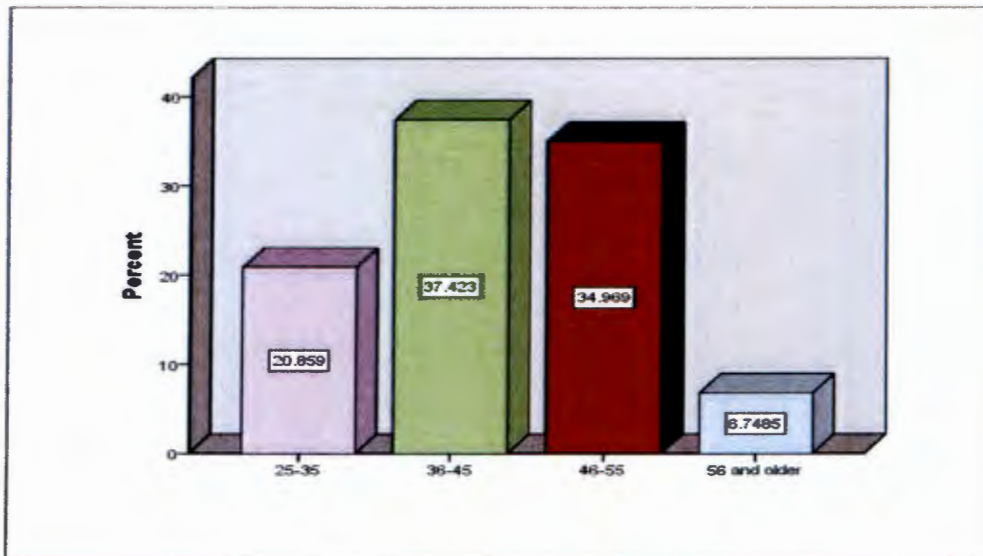


Figure 4.2: Age distribution of respondents

According to the Department of Correctional Services' 2012/2013 Annual Report, one of the Human Resources Management related challenges that the department is faced with is an aging workforce. This challenge is reflected in the age distribution of the respondents with 41.7 % being the age of 46 years and above as shown in Figure 4.2 and Table 4.1 above.

4.2.3. Duration of employment

The different durations for which the respondents have served the Department of Correctional Services are represented in the Table 4.2 below:

Table 4.2: Service periods of respondents

Duration	Percentage
Below 5 years	8.6
5 years to 10 years	22.7
11 years to 15 years	22.7
16 years to 20 years	7.4
20 years and above	38.7
Total	100

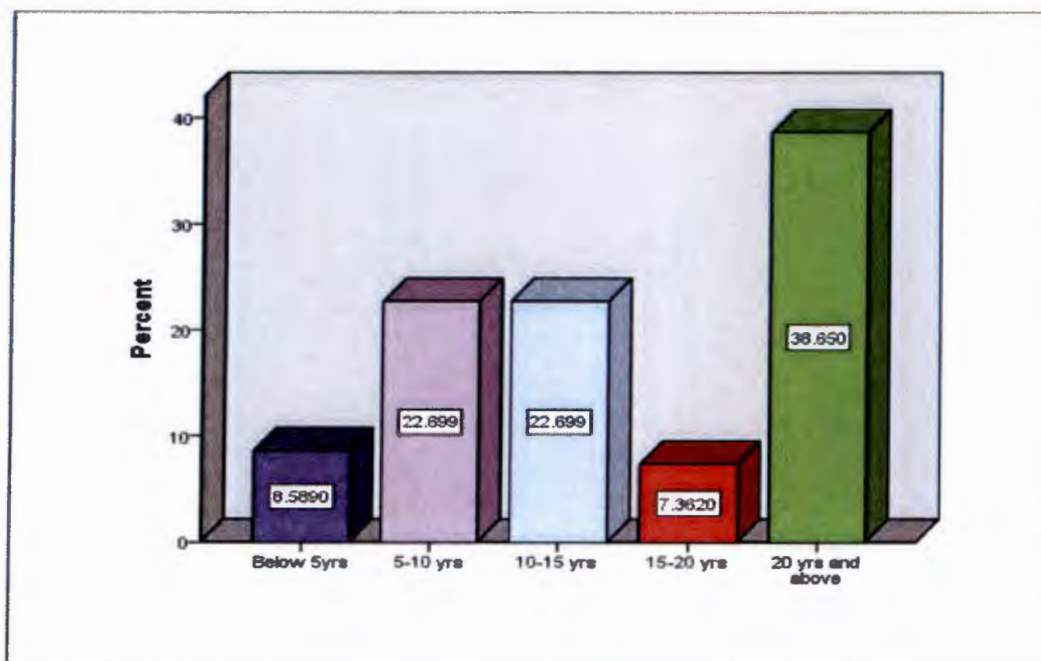


Figure 4.3: Service periods of respondents

Analysis of the duration of employment profile of the employees shows that the largest group of respondents has been in employment for periods exceeding 20 years and constitute 38.7%. The categories of 5 years to 10 years and 15 years to 20 years are equal at 22.7% each as reflected in Figure 4.3 and Table 4.2 above

4.2.4. Highest qualification obtained

The highest qualification held by the respondents is as follows:

Table 4.3: Qualifications of respondents

Qualification	Percentage
Below Grade 12	14.1
Grade 12	46.6
Certificate	10.4
Diploma	14.1
Degree	8.6
Honours	6.1
Masters and above	0
Total	100

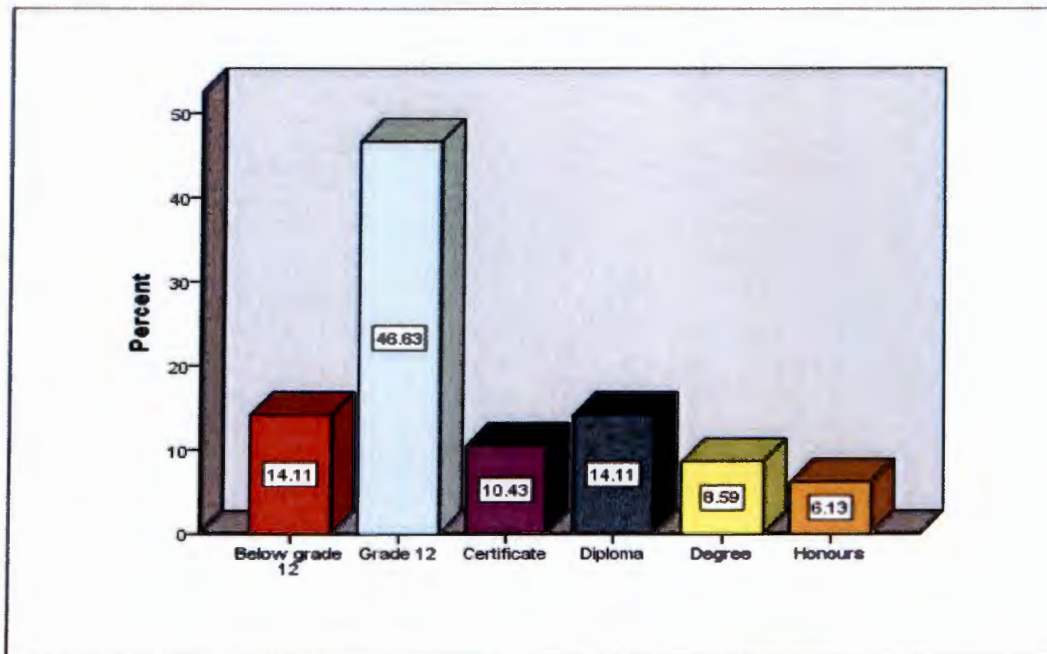


Figure 4.4 Educational qualification of respondents

Grade 12 is the highest qualification (46.6%) possessed by the respondents. The Grade 12 qualification is currently the minimum requirement for employment at entry level in the Department of Correctional Services. This explains why it is the predominant qualification. In the past the minimum requirement was Standard 7/ Grade 9, which accounts for the respondents with the highest qualification below Grade 12.

4.2.5. Salary levels

The salary distribution of respondents is as follows:

Table 4.4: Salary distribution of respondents

Salary	Percentage
Below R5000	0.6
R5001-R10000	19
R10001-R15000	27.6
R15001-R20000	41.7
R20001-R25000	8.6
Above R25000	6.1
Total	100

The majority (41.7%) of the respondents earn between R150001 and R20000 per annum. This range falls between salary band 6 and salary band 8. These salary bands constitute 75.13% of the total staff complement of the Department and consume 72.2% of the personnel cost according to the 2012/2013 annual report of the Department of Correctional Services.

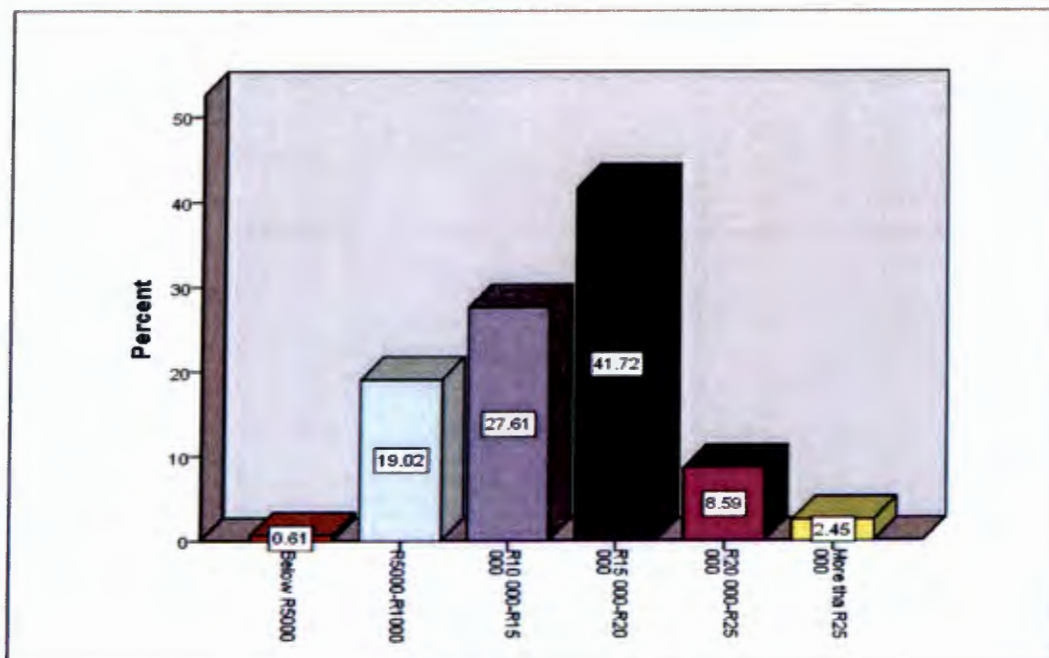


Figure 4.5 Graphic representation: Salary distribution of respondents

4.3. RESULTS OF THE DATA ANALYSIS

Analysis of the results was done by using various tools, mainly Cronbach's alpha, which assesses the reliability of the measuring instrument. In addition, analysis was done by different measures of central tendency and percentages.

4.3.1. Descriptive Statistics

Table 4.5 below, from George & Mallery (2003), shows the different measures of internal consistency and their meaning according to Cronbach's Alpha theory. The coefficient is denoted by the symbol (α):

Table 4.5 Cronbach's coefficients

Cronbach's Alpha	Internal consistency
> 0.9	Excellent
0.80 – 0.89	Good
0.70 – 0.79	Acceptable
0.60 – 0.69	Questionable
0.50 – 0.59	Poor
< 0.50	Unacceptable

Source: George & Mallery (2003)

Table 4.6 - 4.8 below outline the internal consistency description of the measuring instrument:

Table 4.6 Descriptive statistics of questionnaire Section B (Item 1 – 20)

	Mean	Standard Deviation	Scale Mean	Scale Variance	Inter-item Correlation	Cronbach's Alpha	N
1. I am satisfied that the department pays me well for the type of work that I do.	1.97	1.051	54.3	59.607	.512	.625	163
2. The gaps in salary between the higher paid employees and lower paid employees are fair and reasonable.	1.94	1.035	54.33	59.840	.506	.627	163
3. There is no unfair treatment in the allocation of bonuses and any other incentives.	1.64	.867	54.63	63.098	.375	.643	163
4. The department promotes its employees at an acceptable rate.	1.34	.549	54.93	66.007	.303	.654	163
5. I am satisfied that my pay compares well with that of employees with the same experience and qualifications in other departments.	2.17	1.124	54.10	59.600	.470	.628	163
6. I am happy with the way my supervisor handles supervisees.	2.48	1.371	53.79	60.833	.294	.648	163
7. I prefer my supervisor to monitor my work closely on a continuous basis.	2.90	1.382	53.37	60.989	.283	.649	163
8. I prefer to be left to perform my task and report to my supervisor after the task has been completed.	3.97	1.141	52.30	66.286	.077	.672	163
9. It is important that my supervisor should be more skilled than me so I can learn from him/her.	4.10	.991	52.17	66.411	.100	.668	163
10. My work has excessively routine (doing one thing all the time).	3.60	1.184	52.67	67.495	.006	.680	163
11. My work allows me to learn new skills on an ongoing basis.	2.48	1.259	53.79	63.392	.201	.659	163
12. The department encourages and promotes ongoing learning.	2.25	1.096	54.02	60.623	.421	.634	163
13. I like to do different things at work.	3.86	.981	52.41	64.923	.198	.658	163
14. I prefer my work to keep me busy all the time.	3.48	1.140	52.79	61.935	.322	.645	163
15. I have a lot of idle time (not busy) during work hours.	2.45	1.218	53.82	69.694	- 1.106	.693	163
16. I feel that I have been doing the same work for too long and I would like to change to a different responsibility.	3.46	1.375	52.81	67.673	-0.24	.689	163
17. The department provides sufficient resources (human and tools) to enable employees to	2.06	1.145	54.21	63.626	.223	.656	163

meet demands of the work.							
18. I believe that my work affects the lives of others positively.	3.98	.939	52.29	63.453	.313	.648	163
19. The tasks that I have to perform and the rules governing the tasks are clear to me.	3.71	1.081	52.56	63.186	.271	.651	163
20. The human resources policies and practises show that the department is committed to its employees and cares for their interests.	2.42	1.281	53.85	58.958	.428	.630	163

According to Table 4.6, majority of the respondents indicated that:

- They preferred to be left to perform their tasks and report to their supervisors after the task had been completed.
- It is important that their supervisors be more skilled than them so that they could learn from them.
- Their work has excessive routine (doing one thing all the time).
- They like to do different things at work.
- They prefer the work that keeps them busy all the time.
- They feel that they have been doing the same work for too long and would therefore like to change to different responsibilities.
- They are happy that the tasks that they have to perform and the rules governing the tasks are clear to them.

Cronbach’s Alpha coefficients were also calculated to determine the internal consistency of the measuring instrument. An average coefficient of 0.665 was determined for Section B of the questionnaire, which is acceptable in terms of Table 4.5

In general, the average mean for the items stands at 69.013 and the average variance at 69.013.

Summary of table 4.6

Cronbach's Alpha	N of Items	Mean	Variance	Std. Deviation	Inter-item correlation
.665	20	56.27	69.013	8.307	0.232

Table 4.7 Descriptive statistics of questionnaire Section B (Item 21 – 34)

	Mean	Standard Deviation	Scale Mean	Scale Variance	Inter-Item Correlation	Cronbach's Alpha	N
21. The policies of the department provide good guidance for proper and desired employee behaviour.	3.22	1.22	36.67	37.307	.391	.576	136
22. The policies of the department are well communicated to employees.	2.94	1.180	36.96	35.967	.464	.561	136
23. It is important for me that my employer should show appreciation and give recognition when I have performed beyond expectations.	4.25	.943	35.65	43.574	- 0.44	.640	136
24. My employer recognises when I have done extremely well.	2.26	1.138	37.63	37.049	.403	.573	136
25. The senior management in the department are exemplary leaders who display ethical and responsible leadership.	2.31	1.198	37.59	34.676	.553	.543	136
26. The managers take effective steps to resolve employee grievances.	2.28	1.177	37.62	35.805	.478	.559	136
27. The department engages employees in matters that affect the future of the department.	2.17	1.044	37.73	35.556	.584	.546	136
28. The department promotes employees to participate in decision-making processes.	2.15	1.096	37.75	38.634	.300	.592	136
29. It is important for employee voices to be heard by senior management.	4.10	1.156	35.8	42.755	- 0.11	.643	136
30. All employees are treated equally and fairly.	2.06	1.098	37.83	36.806	.443	.568	136
31. In my present job, I feel that my future is secure.	2.88	1.209	37.01	38.988	.230	.603	136
32. I believe that in my work environment it is easy for me to lose my job.	3.36	1.280	36.54	46.663	- 2.49	.686	136
33. I am worried about my physical safety in my workplace.	3.44	1.272	36.46	43.485	- 0.70	.657	136
34. I am satisfied that the department is doing its best to ensure my health and safety at work.	2.50	1.234	37.43	38.550	.251	.600	136

Analysis of Table 4.7 reveals that the majority of the respondents indicated that:

- The departmental policies provided guidance for desirable and proper behaviour.
- They believed that it is important for the employer to show appreciation when they perform beyond expectation.
- It is important that the employer listened to what they have to say.
- They believed that in the department it was easy for them to lose their jobs.
- They were concerned about their physical safety in the workplace.

Cronbach’s Alpha coefficients were calculated to determine the internal consistency of the measuring instrument. For Section C, an average coefficient was found to be 0.618. This is an acceptable coefficient in terms of Table 4.5

The average mean for the items stands at 39.90. The following is the summation of Table 4.7

Summary of table 4.7

Cronbach's Alpha	N of Items	Mean	Variance	Std. Deviation	Inter-item Correlation
.618	14	39.90	43.921	6.627	0.251

Table 4.8 Descriptive statistics of questionnaire Section C (Item 35 – 46)

	Mean	Standard Deviation	Scale Mean	Scale Variation	Inter-Item Correlation	Cronbach's Alpha	N
35. I'm interested to remain in the employment of DCS until I retire.	2.68	1.285	38.05	24.109	.268	.291	163
36. I feel a strong emotional attachment to the department.	2.88	1.354	37.85	25.526	.130	.344	163
37. I am staying in the employment of the department because I have no alternative source of income.	4.02	1.074	36.71	26.058	.175	.331	163
38. If I get a job offer that offers a similar salary in a different department I would leave the DCS.	3.66	1.376	37.07	29.316	-0.139	.444	163
39. I'm staying with the department as I feel that it deserves it because it offered me a job when I had none.	2.97	1.372	37.76	24.282	.220	.307	163
40. Even if it was to my advantage I would not leave the DCS.	2.08	1.171	38.65	26.636	.094	.356	163
41. I am staying in the department because I have already spent long here.	3.13	1.425	37.60	24.317	.198	.315	163
42. An improvement in salary would make increase my resolve to stay.	4.04	1.082	36.69	25.103	.264	.302	163
43. I have considered leaving the organisation because I am dissatisfied with my salary.	3.88	1.299	36.85	27.435	.001	.391	163
44. I believe that quality of management and supervision influences employees' decision to quit.	4.21	1.093	36.52	26.066	.168	.333	163
45. I would not consider leaving the department if promotion was guaranteed.	3.66	1.278	37.07	25.002	.196	.319	163

46. I have considered leaving the organisation because I have become bored with my work.	3.52	1.371	37.21	26.898	.025	.389	163
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In terms of Table 4.8, the following was found out from the majority of the respondents:

- They were still staying in the department only because they had no alternative source of income.
- If they got a job offering a similar salary in a different department they would leave the Department of Correctional Services.
- They were still staying in the department because they had already been there for a long period of time.
- If their salaries were increased, their resolve to stay in the department would be increased.
- They had considered leaving the department because they were not satisfied with their salaries and they would stay if the salaries were increased.
- They had considered leaving the department because they had become bored with their work.

The following statistics were determined for the last section of the questionnaire: Cronbach's alpha = 0.365 (an unacceptably low measure of internal consistency). The mean was determined to be 40.73, the variance equals 29.137 with an Inter-item correlation of 0.152

Summary of Table 4.8

Cronbach's Alpha	N of Items	Mean	Variance	Std. Deviation	Inter-item Correlation
.365	12	40.73	29.137	5.398	0.152

4.3.2. Job satisfaction

The following elements of job satisfaction were assessed in the survey:

- **Remuneration and Recognition:** About 82.2% of the respondents were not satisfied with the payment for the type of work that they performed. About 79.1% felt that the differences in salary between higher paid and lower paid employees were neither reasonable nor fair.

On the aspect of the external fairness of remuneration, 61.3% of the respondents felt that their salary compared unfavourably with those of employees with the same experience and qualifications in other departments. Only 14.1% of the respondents were satisfied that they were paid fairly as compared to their counterparts in different departments.

About 90.8% of the respondents believed that it was important that the employer showed appreciation and recognition for performance that exceeds expectations, while 68.7% felt that this recognition was never given

- **Human Resource practices and policies:** On this item of the study, 78.5% of the respondents felt that the Department of Correctional Services did not provide enough resources (both human and non-human) to meet the demands of work.

About 62.6% of the respondents indicated that the human resource policies and practices did not show that the department cares for the interests of its employees.

In relation to promotion, 97.5% felt that the rate at which the employees were promoted was unacceptable.

The survey revealed further that 71.8% of the respondents were of the opinion that the department did not encourage and promote ongoing learning.

- **Perceived procedural justice and organisational ethics:** About 75.5% of the respondents believed that employees are treated equally and fairly but 88.3% felt that there was no fairness in managers' decision-making relating to outcomes such as promotion, rewards and other incentives. About 68.1% of the respondents feel that the managers did not take effective steps to resolve employees' grievances.

About 62.6% of the respondents felt that their leaders in the department were not exemplary and they did not display ethical and responsible leadership. About 61.3% were not satisfied with the way supervisors handled their supervisees.

- **Employee engagement:** About 72.4% of the respondents felt that the Department of Correctional Services did not engage employees in matters affecting the future of the department; 77.1% of the respondents said that the department did not promote participative decision making; while 84.1% indicated that they believed that it is important for employees' voices to be heard by management.
- **Task characteristics:** this has the following sub-elements attached to it:
 - Skill variety:** About 84.6% of the respondents indicated that that they would like to do different things in the course of their work , however, 71.2% felt that their work involved excessive routine.
 - About 58.9% of the respondents felt that they had been doing the same work for too long and they would like to take on new responsibilities while 64.4% of them believed that their work does not allow them to learn new skills.
 - Task significance:** About 79.7% of respondents were satisfied that their work impacted significantly on others.
 - Job clarity:** About 79.2% of the respondents felt that the tasks that they have to perform were clear to them, while 56.4% felt that the policies of the organisation provided good guidance for desirable behaviour. Two equal groups (45.4%:45.4%) felt that the policies were well communicated while the second group felt that the policies were poorly communicated.
 - Task autonomy:** There was a slight difference between respondents who preferred continuous close supervision (49%) and those who did not (47.8%). In a related item of the survey, respondents were required to respond to the suggestion: "I prefer to be left to perform my task and report to my supervisor after the task has been completed". About 79.2% agreed that they would rather complete their tasks and report to supervisors afterwards. In addition 85.3% of the respondents would prefer to have more skilled supervisor so that they could learn from them.

4.3.3. Organisational commitment

Different types of commitment were assessed and different results were observed. The results are as follows:

- About 34.4% of respondents were interested in remaining in the employment of the department until retirement, while 53.4% were not interested to remain in DCS until retirement.
- About 43% felt a strong emotional attachment to the department against 46.6% who did not feel any emotional attachment to the department.
- About 80.4% are continuing in the employment of DCS because they had no alternative source of income.
- About 66.2% indicated that they would leave if they were offered a job that paid a similar salary.
- About 48.5% still remained in their employment because the DCS offered them a job when they had none.
- About 51.6% remained because they have already spent a long time at DCS.
- About 77.9% would stay if there was an improvement in salary.
- About 72.4% had considered leaving because they were dissatisfied with their salary.
- About 82.2% believed that the quality of management and supervision played a role in their intention to quit.
- About 15.9% said they would never leave DCS, even if it was to their advantage.

Organisational commitment was also measured according to various demographic characteristics of the population, namely, gender, age, duration of employment (tenure) and rank (salary level). In order to assess the prevalence of a particular form of commitment, a statement in the questionnaire referring to commitment was put forward to respondents and the responses were assessed using the extent to which they agreed or disagreed with the statement.

Different forms of commitment were assessed separately. The responses are represented in the tables below in percentages per commitment type per demographic category:

Table 4.9 Summary of demographics – emotional attachment

Statement: “I feel a strong emotional attachment to the department”		
	Percentage of Responses – Agree vs. Disagree	
Demographic classification	Agree	Disagree
Male	35%	47%
Female	37%	56%
Age: Below 35	32%	44%
Age: 36-45	21%	57%
Age: 46-55	53%	53%
Age: 56- and above	56%	18%
Tenure: less than 10 years	41%	45%
Tenure: 10 – 15 years	24%	65%
Tenure: 15 – 20 years	42%	33%
Tenure: 20 years and above	33%	4%4%
Rank: less than R10000 per month	38%	31%
Rank: R10001 – R15000 per month	29%	53%
Rank: R15001 – R20000 per month	31%	50%
Rank: R20001 – R25000 per month	29%	57%
Rank: R250001 and above per month	75%	0%

Table 4.10 Summary of demographics – commitment to stay in face of outside offer of equivalent salary

Statement: “If I get a job offer that offers a similar salary in a different department I would leave the DCS”

	Percentage of Responses – Agree vs. Disagree	
Demographic classification	Agree	Disagree
Male	64%	36%
Female	71%	29%
Age: Below 35	76%	15%
Age: 36 - 45	67%	18%
Age: 46 - 55	63%	32%
Age: 56 and above	45%	36%
Tenure: less than 10 years	73%	20%
Tenure: 10 – 15 years	35%	16%
Tenure: 15 – 20 years	42%	33%
Tenure: 20 years and above	52%	30%
Rank: less than 10 R10000 per month	59%	22%
Rank: R10001 – R15000 per month	69%	13%
Rank: R15001 – R20000 per month	56%	26%
Rank: R20001 – R25000	71%	29%
Rank: R25000 and above	50%	50%

Table 4.11 Summary of demographics – influence of lack of alternative sources of income on organisational commitment

Statement: “I am staying in the employment of the department because I have no alternative source of income”		
	Percentage of Responses – Agree vs. Disagree	
Demographic classification	Agree	Disagree
Male	80%	11%
Female	92%	17%
Age: Below 35	79%	18%
Age: 36 - 45	72%	16%
Age: 46 - 55	90%	5%
Age: 56 and above	82%	0%
Tenure: less than 10 years	76%	18%
Tenure: 10 – 15 years	73%	19%
Tenure: 15 – 20 years	92%	8%
Tenure: 20 years and above	83%	6%
Rank: less than 10 R10000 per month	66%	22%
Rank: R10001 – R15000 per month	82%	7%
Rank: R15001 – R20000 per month	79%	13%
Rank: R20001 – R25000	100%	0%
Rank: R25000 and above	75%	0%

Table 4.12 Summary of demographics – influence of tenure on organisational commitment

Statement: “I am staying in the department because I have already spent long there”		
	Percentage of Responses – Agree vs. Disagree	
Demographic classification	Agree	Disagree
Male	48%	40%
Female	35%	67%
Age: Below 35	3%	71%
Age: 36 - 45	25%	66%
Age: 46 - 55	75%	26%
Age: 56 and above	82%	0%
Tenure: less than 10 years	8%	78%
Tenure: 10 – 15 years	16%	65%
Tenure: 15 – 20 years	67%	17%
Tenure:20 years and above	71%	19%
Rank: less than 10 R10000 per month	22%	59%
Rank: R10001 – R15000 per month	16%	4%
Rank: R15001 – R20000 per month	54%	31%
Rank: R20001 – R25000	57%	14%
Rank: R25000 and above	100%	0%

Table 4.13 Summary of demographics – commitment to stay even if it would be advantageous to leave

Statement: “Even if it was to my advantage I would not leave DCS”		
	Percentage of responses	
Demographic classification	Agree	Disagree
Male	11%	73%
Female	6%	87%
Age: Below 35	18%	76%
Age: 36 – 45	5%	74%
Age: 46 – 55	0%	87%
Age: 56 and above	27%	73%
Tenure: less than 10 years	20%	73%
Tenure: 10 – 15 years	3%	86%
Tenure: 15 – 20 years	0%	83%
Tenure: 20 years and above	10%	68%
Rank: less than R10000 per month	3%	53%
Rank: R10001 – R15000	0%	78%
Rank: R15001 – R20000	0%	81%
Rank: R20001 – R25000	1%	93%
Rank: R25000 and above	25%	50%

4.4. CHAPTER SUMMARY

This chapter gave a presentation of the results as obtained from the empirical study. It consists of the different scores that are attached to the different items of the survey.

The next chapter deals with conclusions and recommendations regarding the results of the study. It also discusses the results of the empirical study and comparing them with the literature. It also discusses the implications, the limitations and recommendations for management.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

The aim of this chapter is to present the conclusion and recommendations of the study in accordance with the literature review and the empirical findings.

The chapter presents a summary of all the previous parts of the study as well as a description of the objectives and how these were achieved during the course of the study.

In addition, the chapter outlines the limitations of the study and also suggests recommendations for future research on the topic and makes recommendations for management.

5.2. SUMMARY OF THE STUDY

Chapter one introduces the study of job satisfaction and organisational commitment in the Department of Correctional Services. It provides the background of the organisation as well as the key concepts that are the subject of the research in the form of a literature review. The chapter also offers a brief detail of the research questions, hypotheses and the research methodology.

Chapter two reflects on some of the literature that has been published on the subjects of job satisfaction and organisational commitment. It also highlights the human resource management challenges that the Department of Correctional Services faces. From this chapter it emerges how important it is for organisations to maintain optimal job satisfaction and organisational commitment levels.

Chapter three outlines the research design and methodology of the study. It provides an overview of the research instrument and the reasons behind the decisions. It also provides a description of the demographics, the sampling methods as well as the ethical aspects to be considered in the course of data collection and procession.

Chapter four reflects the findings obtained from the empirical study according to the different sections of the measuring instrument.

As stated above this chapter aims to present the conclusions and recommendations of the study.

5.3. THE RESEARCH OBJECTIVES

The objectives stated below were pursued by doing an analysis of the empirical findings:

- **To determine the level of employee satisfaction in the department:** The empirical findings revealed a picture of the levels of employees' job satisfaction. The construct of job satisfaction was assessed by measuring different aspects that contribute to job satisfaction. These included remuneration and recognition. About 82.2% of respondents were not satisfied with their salary. A further 79.1% felt that there was inequity between higher paid and lower paid employees. Of the respondents, 75.8% expressed dissatisfaction about the human resource policies while 88.3% indicated that they felt that management was not fair in their decision-making. The results of the empirical study revealed that there was a low level of job satisfaction within the Department.
- **To investigate factors that contribute to employee satisfaction in the department:** In achieving this objective, a probe was made into the attitudes of employees about different aspects of their work that influenced their job satisfaction. These are the factors which are referred to as motivation factors according to Herzberg's two factor theory. These include personal growth, social responsibility, feeling of achievement, respect and praise. The empirical study revealed that the department scored low on these factors. Analysis of the empirical study revealed that 90.8% of the respondents felt that it was important for the employer to show appreciation for work well done but of these, 68.7% felt that such recognition was never given. About 62.6% felt that the departmental policies did not show that the department cares for the interests of employees. It was also found that 97.5% were not happy with the rate at which they had advanced within the organization. Relating to the

development of employees, 71.8% were of the opinion that the department does not promote ongoing learning.

- **To determine the level of employee commitment in the department.** The empirical study assessed the most prevalent type of commitment within the department among the three different kinds (affective commitment, continuance commitment and normative commitment). Continuance commitment proved to be the most common commitment. This is committing to stay within the organisation due to one's own personal needs. It was revealed that 80.4% of the respondents indicated that they were staying in the department because they had no alternative source of income. It was revealed further that 66.2% said they would leave if they were offered a job that paid a similar salary. The second most prevalent form of commitment was normative commitment, with 48.5% of the respondents indicating that they felt obliged to stay within the organization because it offered them a job when they had none. Only 34.4% said they were staying because they felt an emotional attachment towards the department.
- **To investigate the factors that contribute to employee commitment in the department:** The study was able to reveal the important aspects that have a bearing on employees' resolve to remain employed or to quit the organisation. In terms of the findings, 77.9% of the respondents indicated that they would stay if there was an improvement in salary, and 72.4% had considered leaving because they were not satisfied with their salary. According to the findings, 82.2% indicated that the quality of management and supervision influenced the intention to quit.

5.4. RELATING THE FINDINGS TO THE LITERATURE

5.4.1. Job satisfaction

Job satisfaction and organizational commitment are important ingredients for organisational success. The absence of both can have negative consequences for an organization in both operational and financial terms. As stated by Ali (2008) Hyun (2009), dissatisfied employees can be counterproductive. They are likely to absent

themselves from work and they can engage in negative behaviour such as theft, damage to property and poor service.

Employees have two categories of needs that influence job satisfaction in the workplace. According to Gunlu (2009), these are referred to as hygiene and motivation factors. Hygiene factors include among others, quality of supervision, salary, benefits and physical working conditions. A lack of hygiene factors leads to dissatisfaction.

Motivation factors are items that directly influence job satisfaction and productivity such as personal growth, opportunity for personal growth, respect, praise, recognition and feeling of advancement (Hyun, 2009).

The empirical study found that there was a lack of satisfaction on many job related aspects as outlined in 5.3. above.

5.4.2. Organisational commitment

According to Foote, Seipel, Johnson and Duffy (2005), organisational commitment is the level of an employee's intention to continue being employed by the organisation or alternatively, the intention to quit. Foote, Seipel, Johnson and Duffy (2005) outline the indicators of commitment as follows:

- The belief and acceptance of organisational goals and objectives.
- The willingness to work hard on behalf of the organization.
- Definite intentions to remain in the organisation.

According to Kaptijn (2009) different forms of commitment can manifest in an organisation, *affective commitment* (desire to remain within an organisation due to emotional attachment), *continuance commitment* (staying with the organisation due to lack of alternative employment), *normative commitment* (feeling an obligation to stay within an organisation because the organisation has been supportive of the employee in the past).

According to the empirical findings, continuance commitment was found to be the most prominent form of commitment at 80.4% among the employees. Affective commitment was found to be the least common type of commitment (34.4%).

The study also found that organisation commitment among employees differs along demographic lines. It was found that younger people show different levels of commitment from older employees, and similarly males show different levels of commitment from females. It was also found that employees who had served longer periods showed different levels of commitment from more recent hires. Salary levels/rank was also found to be associated with commitment. Table 4.9 to Table 4.13 in the previous chapter show the specific statistics relating to each demographical classification.

5.4.3. The intention to quit

According to Perryer, Jordan, Firms and Travaglione (2010), the intention to quit is the most widely used variable in predicting actual employee turnover. This implies that employees who have the intention of leaving the organization actually end up leaving. Naude (2010) states the following as influencers of the intention to quit:

- Few growth opportunities
- Mismatch between employee and work
- Employees feeling un-recognised
- Loss of trust in top leaders.
- Employees feeling that they are not fairly rewarded for work they exerted

The empirical findings show that the above mentioned factors were found to be present among the respondents. In addition it was found that employees had considered leaving and were on the lookout for alternative employment opportunities.

5.5. CONCLUSION

This chapter presented an overview of all the details that have been included in the study.

The following are the conclusions that have been arrived at as based on the literature review and the empirical findings:

- Job satisfaction is an important element in the job of an individual.
- Lack of job satisfaction can lead to intention of employees to quit and eventual actual turnover.
- There is lack of job satisfaction within the Department of Correctional Services.
- There is a high incidence of intention to quit among the employees of the Department of Correctional Services

5.6. LIMITATIONS OF THE STUDY

A critical evaluation of the study reveals some inherent limitation in this study:

- The study was conducted in one correctional centre in a country with more than 240 branches. This may affect the general applicability of the findings as there are environmental and management and leadership differences among the centres that may lead to different findings between centres.
- There were several items of the questionnaire which elicited low reliability scores in terms of the Cronbach alpha coefficient.

Several shortcomings exist in the study field of job satisfaction and organisational commitment. Such limitations have been identified by researchers elsewhere. The following have been identified by Mishra (2005, 91):

- Studies have not approached occupational commitment in a systematic and comprehensive fashion, little information is available to assist in the development of theories about the topic.
- Due to lack of information and theories, it is doubtful how the little information that is available is applicable in different settings.
- The literature does not reveal investigations into the causes and consequences of occupational commitment among managers, the people in

organisations with the primary responsibilities for ensuring that the organisation's goods and services meet the appropriate standards of performance.

5.7. RECOMMENDATIONS

The following recommendations are suggested for the management of the Department of Correctional Services to manage the intention to quit:

- It is important for the organisation to be continually aware of employees' statuses of job satisfaction. This can be achieved by introducing an interactive feedback system where employees are able to voice out their views. This could be achieved where management and employees agree on a platform where issues can be discussed and reviewed. This concept would require leadership commitment so that its findings are implemented and for it to be successful.
- The department should gear its human resource development capacity to empower employees with multiple-skills. This should enable the mobility of employees with different responsibilities to control boredom and burnout.
- Managers should be empowered with skills of employee engagement and effective leadership in order to demonstrate that the organisation has employees' interest at heart.
- The department should design its performance management system in order to ensure that it recognises and rewards performance in an inclusive and meaningful way.

5.8. SUGGESTIONS FOR FURTHER RESEARCH

The following recommendations are put forward to inform future research:

- Future research should focus on the effects of demographic factors on the job satisfaction and commitment of employees. The research has found that different demographic categories show different levels of commitment. A more targeted research is needed to isolate the different needs of each demographic class.

- The study was focused in one centre. It is recommended that in future studies be conducted in multiple branches of organisations to improve the validity of findings.
- The number of respondents was small at 163. It is recommended that in future, research be conducted with larger populations to confirm findings.
- Future research should focus on the demographics of study populations to find out how demographic characteristics affect outcome.

5.9. FINAL CONCLUSION

This study was set out to investigate the levels of job satisfaction and organisational commitment in the Department of Correctional Services, at the Rooigrond Correctional Centre.

It emerged from the study that job satisfaction and organizational commitment are inextricably linked. Furthermore, that the two are important influences in employees' intentions to quit. The intention to quit on its own is a barometer of eventual turnover. Turnover can be a destructive and expensive event to an organization. This underlines the chain between job satisfaction, organizational commitment and the financial and operational soundness of an organization.

It is therefore important that management should take job satisfaction and organisational commitment as imperative for the success of an organisation. The literature that was reviewed and the empirical findings mutually supported the importance of these aspects.

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LIST OF APPENDICES

APPENDIX A: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

Source: Sekaran (2003)

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	50	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

APPENDIX B: THE MEASURING INSTRUMENT

The following appendix is the questionnaire that was used to collect data

Section A

This section seeks certain personal information about you. Please tick inside the box that corresponds with your own details. Take note that you may only select one answer. If you make a mistake cross out the wrong choice and choose the most appropriate one.

1. What is your gender?

Male	☐	female	☐
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2. In which age group are you?

Under 25	☐
25 to 35	☐
36 to 45	☐
46 to 55	☐
56 and older	☐

3. How long have you been employed in DCS?

Below 5 yrs	☐
05 to 10 yrs	☐
10 to 15 yrs	☐
15 to 20 yrs	☐
20 yrs & above	☐

4. What is your highest qualification?

Below Grade 12	☐
Grade 12	☐
Certificate	☐
Diploma	☐
Degree	☐
Honours degree	☐
Masters and above	☐

5. What is your gross monthly annual salary?

Below R 5000	
R5000 – R10000	
R10001 – R15000	
R15001 – R20000	
R20001 – R25000	
More than R25000	

Section B

The following section is intended to assess your satisfaction level with several aspects that relate to your job and your organisation. You are requested to read each statement and indicate the level to which you agree or disagree with the statement. The responses are categorised on a five point scale as follows:

- 1. Strongly Disagree
- 2. Disagree
- 3. Unsure
- 4. Agree
- 5. Strongly Agree

Please tick inside the box that best describes the level to which you agree or disagree with the statement. Take note that you may only select one answer. If you make a mistake cross out the wrong choice and choose the most appropriate one.

How satisfied are you about the following aspects related to your job?	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
1. I am satisfied that the department pays me well for the type of work that I do.	1	2	3	4	5
2. The gaps in salary between the higher paid employees and lower paid employees are fair and reasonable.	1	2	3	4	5
3. There is no unfair treatment in the allocation of bonuses and any other incentives.	1	2	3	4	5
4. The department promotes its employees at an acceptable rate.	1	2	3	4	5
5. I am satisfied that my pay compares well with that of employees with the	1	2	3	4	5

same experience and qualifications in other departments.					
6. I am happy with the way my supervisor handles supervisees.	1	2	3	4	5
7. I prefer my supervisor to monitor my work closely on a continuous basis.	1	2	3	4	5
8. I prefer to be left to perform my task and report to my supervisor after the task has been completed.	1	2	3	4	5
9. It is important that my supervisor should be more skilled than me so I can learn from him/her.	1	2	3	4	5
10. My work has excessive routine (doing one thing all the time).	1	2	3	4	5
11. My work allows me to learn new skills on an ongoing basis.	1	2	3	4	5
12. The department encourages and promotes ongoing learning.	1	2	3	4	5
13. I like to do different things at work.	1	2	3	4	5
14. I prefer my work to keep me busy all the time.	1	2	3	4	5
15. I have a lot of idle time (not busy) during work hours.	1	2	3	4	5
16. I feel that I have been doing the same work for too long and I would like to change to a different responsibility.	1	2	3	4	5
17. The department provides sufficient resources (human and tools) to enable employees to meet demands of the work.	1	2	3	4	5
18. I believe that my work affects the lives of others positively.	1	2	3	4	5
19. The tasks that I have to perform and the rules governing the tasks are clear to me.	1	2	3	4	5
20. The human resources policies and practises show that the department is committed to its employees and cares for their interests.	1	2	3	4	5
The following questions seek to identify your satisfaction with organisational policies and leadership.	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
21. The policies of the department provide good guidance for proper and desired employee behaviour.	1	2	3	4	5
22. The policies of the department are well communicated to employees.	1	2	3	4	5
23. It is important for me that my employer should show appreciation and give recognition when I have performed beyond expectations.	1	2	3	4	5
24. My employer recognises when I have done extremely well.	1	2	3	4	5
25. The senior management in the department are exemplary leaders who display ethical and responsible leadership.	1	2	3	4	5
26. The managers take effective steps to resolve employee grievances.	1	2	3	4	5
27. The department engages employees in matters that affect the future of the department.	1	2	3	4	5
28. The department promotes employees to participate in decision-making processes.	1	2	3	4	5
29. It is important for employee voices to be heard by senior management.	1	2	3	4	5
30. All employees are treated equally and fairly.	1	2	3	4	5
31. In my present job, I feel that my future is secure.	1	2	3	4	5
32. I believe that in my work environment it is easy for me to lose my job.	1	2	3	4	5
33. I am worried about my physical safety in my workplace.	1	2	3	4	5
34. I am satisfied that the department is doing its best to ensure my health and safety at work.	1	2	3	4	5

Section C

The following section is intended to measure the level of your commitment to the DCS. You are requested to read each statement and indicate the level to which you agree or disagree with the statement. The responses are categorised on a five point scale as follows:

- 1. Strongly Disagree
- 2. Disagree
- 3. Unsure
- 4. Agree
- 5. Strongly Agree

Please tick inside the box that best describes the level to which you agree or disagree with the statement. Take note that you may only select one answer. If you make a mistake cross out the wrong choice and choose the most appropriate one.

In this section you are requested to indicate your intention/desire to remain within the DCS or to your intention/desire to quit.	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
35. I'm interested to remain in the employment of DCS until I retire.	1	2	3	4	5
36. I feel a strong emotional attachment to the department.	1	2	3	4	5
37. I am staying in the employment of the department because I have no alternative source of income.	1	2	3	4	5
38. If I get a job offer that offers a similar salary in a different department I would leave the DCS.	1	2	3	4	5
39. I'm staying with the department as I feel that it deserves it because it offered me a job when I had none.	1	2	3	4	5
40. Even if it was to my advantage I would not leave the DCS.	1	2	3	4	5
41. I am staying in the department because I have already spent long here.	1	2	3	4	5
42. An improvement in salary would make increase my resolve to stay.	1	2	3	4	5
43. I have considered leaving the organisation because I am dissatisfied with my salary.	1	2	3	4	5
44. I believe that quality of management and supervision influences employees' decision to quit.	1	2	3	4	5
45. If would not consider leaving the department if promotion was guaranteed.	1	2	3	4	5
46. I have considered leaving the organisation because I have become bored with my work.	1	2	3	4	5

APPENDIX C: APPROVAL TO COLLECT DATA



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

Private Bag 7120, P.O. Box 58, 2001, Pretorius Building, 1201, Witwatersrand, Johannesburg, Brakpan Street, PRETORIA
Tel: 011 872 2001 Fax: 011 872 4111

Mr. Moremogolo TT
3898 Zone 3
Itsoseng

Dear Mr. Moremogolo:

RE: FEEDBACK ON THE APPLICATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES ON "JOB SATISFACTION AND ORGANISATION COMMITMENT IN DCS"

It is with pleasure to inform you that your request to conduct research in the Department of Correctional Services on the above topic has been approved.

Your attention is drawn to the following:

- The relevant Regional and Area Commissioners where the research will be conducted will be informed of your proposed research project.
- Your internal guide will be **LMN Regional Head Corporate Services (Ms Letsoalo)**, you are requested to contact her at telephone number **(012) 306 2038** before the commencement of your research.
- It is your responsibility to make arrangements for your interviewing times.
- Your identity document and this approval letter should be in your possession when visiting.
- You are required to use the terminology used in the White Paper on Corrections in South Africa (February 2005) e.g. offenders not prisoners and Correctional Centres not prisons.
- You are not allowed to use photographic or video equipment during your visits, however the audio recorder is allowed.
- You are required to submit your final report to the Department for approval by the Commissioner of Correctional Services before publication including presentation at workshops, conferences, seminars, etc of the report.
- Should you have any enquiries regarding this process, please contact the Directorate Research for assistance at telephone number 012 307-2770/ 012-305 8554.

Thank you for your application and interest to conduct research in the Department of Correctional Services.

Yours faithfully

ND SIHLEZANA
DC: POLICY CO-ORDINATION & RESEARCH
DATE: 2011/05/15

APPENDIX D: FREQUENCY TABLES OF RESPONSES

1. I am satisfied that the department pays me well for the type of work that I do.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	61	37.4	37.4	37.4
	D	73	44.8	44.8	82.2
	U	6	3.7	3.7	85.9
	A	19	11.7	11.7	97.5
	SA	4	2.5	2.5	100.0
	Total	163	100.0	100.0	

2. The gaps in salary between the higher paid employees and lower paid employees
are fair and reasonable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	67	41.1	41.1	41.1
	D	62	38.0	38.0	79.1
	U	13	8.0	8.0	87.1
	A	19	11.7	11.7	98.8
	SA	2	1.2	1.2	100.0
	Total	163	100.0	100.0	

3. There is no unfair treatment in the allocation of bonuses and any other
incentives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	89	54.6	54.6	54.6
	D	55	33.7	33.7	88.3
	U	9	5.5	5.5	93.9
	A	9	5.5	5.5	99.4
	SA	1	.6	.6	100.0
	Total	163	100.0	100.0	

4. The department promotes its employees at an acceptable rate.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	112	68.7	68.7	68.7
D	47	28.8	28.8	97.5
Valid U	3	1.8	1.8	99.4
A	1	.6	.6	100.0
Total	163	100.0	100.0	

5. I am satisfied that my pay compares well with that of employees with the same experience and qualifications in other departments.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	62	38.0	38.0	38.0
D	38	23.3	23.3	61.3
Valid U	40	24.5	24.5	85.9
A	20	12.3	12.3	98.2
SA	3	1.8	1.8	100.0
Total	163	100.0	100.0	

6. I am happy with the way my supervisor handles supervisees.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	53	32.5	32.5	32.5
D	47	28.8	28.8	61.3
Valid U	6	3.7	3.7	65.0
A	46	28.2	28.2	93.3
SA	11	6.7	6.7	100.0
Total	163	100.0	100.0	

7. I prefer my supervisor to monitor my work closely on a continuous basis.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	33	20.2	20.2	20.2
D	47	28.8	28.8	49.1
U	5	3.1	3.1	52.1
A	60	36.8	36.8	89.0
SA	18	11.0	11.0	100.0
Total	163	100.0	100.0	

8. I prefer to be left to perform my task and report to my supervisor after the task
has been completed.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	4	2.5	2.5	2.5
D	27	16.6	16.6	19.0
U	3	1.8	1.8	20.9
A	65	39.9	39.9	60.7
SA	64	39.3	39.3	100.0
Total	163	100.0	100.0	

9. It is important that my supervisor should be more skilled than me so I can learn from him/her.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	4	2.5	2.5	2.5
D	14	8.6	8.6	11.0
U	6	3.7	3.7	14.7
A	76	46.6	46.6	61.3
SA	63	38.7	38.7	100.0
Total	163	100.0	100.0	

10. My work has excessive routine (doing one thing all the time).

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	8	4.9	4.9	4.9
D	36	22.1	22.1	27.0
U	3	1.8	1.8	28.8
A	82	50.3	50.3	79.1
SA	34	20.9	20.9	100.0
Total	163	100.0	100.0	

11. My work allows me to learn new skills on an ongoing basis.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	39	23.9	23.9	23.9
D	66	40.5	40.5	64.4
U	7	4.3	4.3	68.7
A	42	25.8	25.8	94.5
SA	9	5.5	5.5	100.0
Total	163	100.0	100.0	

12. The department encourages and promotes ongoing learning.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	41	25.2	25.2	25.2
D	76	46.6	46.6	71.8
U	15	9.2	9.2	81.0
A	26	16.0	16.0	96.9
SA	5	3.1	3.1	100.0
Total	163	100.0	100.0	

13. I like to do different things at work.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	3.7	3.7	3.7
D	18	11.0	11.0	14.7
U	1	.6	.6	15.3
A	106	65.0	65.0	80.4
SA	32	19.6	19.6	100.0
Total	163	100.0	100.0	

14. I prefer my work to keep me busy all the time.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	3.7	3.7	3.7
D	43	26.4	26.4	30.1
U	4	2.5	2.5	32.5
A	86	52.8	52.8	85.3
SA	24	14.7	14.7	100.0
Total	163	100.0	100.0	

15. I have a lot of idle time (not busy) during work hours.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	31	19.0	19.0	19.0
D	84	51.5	51.5	70.6
U	3	1.8	1.8	72.4
A	33	20.2	20.2	92.6
SA	12	7.4	7.4	100.0
Total	163	100.0	100.0	

16. I feel that I have been doing the same work for too long and I would like to change to a different responsibility.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	10	6.1	6.1	6.1
D	52	31.9	31.9	38.0
U	5	3.1	3.1	41.1
A	45	27.6	27.6	68.7
SA	51	31.3	31.3	100.0
Total	163	100.0	100.0	

17. The department provides sufficient resources (human and tools) to enable employees to meet demands of the work.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	61	37.4	37.4	37.4
D	67	41.1	41.1	78.5
U	6	3.7	3.7	82.2
A	23	14.1	14.1	96.3
SA	6	3.7	3.7	100.0
Total	163	100.0	100.0	

18. I believe that my work affects the lives of others positively.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	3.7	3.7	3.7
D	5	3.1	3.1	6.7
U	22	13.5	13.5	20.2
A	83	50.9	50.9	71.2
SA	47	28.8	28.8	100.0
Total	163	100.0	100.0	

19. The tasks that I have to perform and the rules governing the tasks are clear to me.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	13	8.0	8.0	8.0
D	13	8.0	8.0	16.0
U	8	4.9	4.9	20.9
A	103	63.2	63.2	84.0
SA	26	16.0	16.0	100.0
Total	163	100.0	100.0	

20. The human resources policies and practises show that the department is committed to its employees and cares for their interests.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	49	30.1	30.1	30.1
D	53	32.5	32.5	62.6
U	11	6.7	6.7	69.3
A	43	26.4	26.4	95.7
SA	7	4.3	4.3	100.0
Total	163	100.0	100.0	

21. The policies of the department provide good guidance for proper and desired employee behaviour.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	12	7.4	7.4	7.4
D	42	25.8	25.8	33.1
U	17	10.4	10.4	43.6
A	82	50.3	50.3	93.9
SA	10	6.1	6.1	100.0
Total	163	100.0	100.0	

22. The policies of the department are well communicated to employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	18	11.0	11.0	11.0
D	56	34.4	34.4	45.4
U	15	9.2	9.2	54.6
A	66	40.5	40.5	95.1
SA	8	4.9	4.9	100.0
Total	163	100.0	100.0	

23. It is important for me that my employer should show appreciation and give recognition when I have performed beyond expectations.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	6	3.7	3.7	3.7
D	6	3.7	3.7	7.4
U	3	1.8	1.8	9.2
A	75	46.0	46.0	55.2
SA	73	44.8	44.8	100.0
Total	163	100.0	100.0	

24. My employer recognises when I have done extremely well.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	46	28.2	28.2	28.2
D	66	40.5	40.5	68.7
U	18	11.0	11.0	79.8
A	28	17.2	17.2	96.9
SA	5	3.1	3.1	100.0
Total	163	100.0	100.0	

25. The senior management in the department are exemplary leaders who display ethical and responsible leadership.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	53	32.5	32.5	32.5
D	49	30.1	30.1	62.6
U	23	14.1	14.1	76.7
A	34	20.9	20.9	97.5
SA	4	2.5	2.5	100.0
Total	163	100.0	100.0	

26. The managers take effective steps to resolve employee grievances.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	49	30.1	30.1	30.1
D	62	38.0	38.0	68.1
U	15	9.2	9.2	77.3
A	32	19.6	19.6	96.9
SA	5	3.1	3.1	100.0
Total	163	100.0	100.0	

27. The department engages employees in matters that affect the future of the department.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	46	28.2	28.2	28.2
D	72	44.2	44.2	72.4
U	20	12.3	12.3	84.7
A	22	13.5	13.5	98.2
SA	3	1.8	1.8	100.0
Total	163	100.0	100.0	

28. The department promotes employees to participate in decision-making processes.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	46	28.2	28.2	28.2
D	80	49.1	49.1	77.3
U	12	7.4	7.4	84.7
A	17	10.4	10.4	95.1
SA	8	4.9	4.9	100.0
Total	163	100.0	100.0	

29. It is important for employee voices to be heard by senior management.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	11	6.7	6.7	6.7
D	10	6.1	6.1	12.9
U	5	3.1	3.1	16.0
A	63	38.7	38.7	54.6
SA	74	45.4	45.4	100.0
Total	163	100.0	100.0	

30. All employees are treated equally and fairly.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	60	36.8	36.8	36.8
D	63	38.7	38.7	75.5
U	13	8.0	8.0	83.4
A	24	14.7	14.7	98.2
SA	3	1.8	1.8	100.0
Total	163	100.0	100.0	

31. In my present job, I feel that my future is secure.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	24	14.7	14.7	14.7
D	50	30.7	30.7	45.4
U	17	10.4	10.4	55.8
A	65	39.9	39.9	95.7
SA	7	4.3	4.3	100.0
Total	163	100.0	100.0	

32. I believe that in my work environment it is easy for me to lose my job.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	7	4.3	4.3	4.3
D	57	35.0	35.0	39.3
U	6	3.7	3.7	42.9
A	57	35.0	35.0	77.9
SA	36	22.1	22.1	100.0
Total	163	100.0	100.0	

33. I am worried about my physical safety in my workplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	11	6.7	6.7	6.7
	D	44	27.0	27.0	33.7
	U	5	3.1	3.1	36.8
	A	69	42.3	42.3	79.1
	SA	34	20.9	20.9	100.0
	Total	163	100.0	100.0	

34. I am satisfied that the department is doing its best to ensure my health and safety at work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	43	26.4	26.4	26.4
	D	54	33.1	33.1	59.5
	U	10	6.1	6.1	65.6
	A	54	33.1	33.1	98.8
	SA	2	1.2	1.2	100.0
	Total	163	100.0	100.0	

35. I'm interested to remain in the employment of DCS until I retire.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	34	20.9	20.9	20.9
	D	53	32.5	32.5	53.4
	U	20	12.3	12.3	65.6
	A	43	26.4	26.4	92.0
	SA	13	8.0	8.0	100.0
	Total	163	100.0	100.0	

36. I feel a strong emotional attachment to the department.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	32	19.6	19.6	19.6
D	44	27.0	27.0	46.6
U	17	10.4	10.4	57.1
A	51	31.3	31.3	88.3
SA	19	11.7	11.7	100.0
Total	163	100.0	100.0	

37. I am staying in the employment of the department because I have no alternative source of income.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	4	2.5	2.5	2.5
D	20	12.3	12.3	14.7
U	8	4.9	4.9	19.6
A	68	41.7	41.7	61.3
SA	63	38.7	38.7	100.0
Total	163	100.0	100.0	

38. If I get a job offer that offers a similar salary in a different department I would leave the DCS.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	14	8.6	8.6	8.6
D	33	20.2	20.2	28.8
U	8	4.9	4.9	33.7
A	48	29.4	29.4	63.2
SA	60	36.8	36.8	100.0
Total	163	100.0	100.0	

39. I'm staying with the department as I feel that it deserves it because it offered me a job when I had none.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	31	19.0	19.0	19.0
D	42	25.8	25.8	44.8
U	11	6.7	6.7	51.5
A	59	36.2	36.2	87.7
SA	20	12.3	12.3	100.0
Total	163	100.0	100.0	

40. Even if it was to my advantage I would not leave the DCS.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	61	37.4	37.4	37.4
D	63	38.7	38.7	76.1
U	13	8.0	8.0	84.0
A	17	10.4	10.4	94.5
SA	9	5.5	5.5	100.0
Total	163	100.0	100.0	

41. I am staying in the department because I have already spent long here.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	25	15.3	15.3	15.3
D	46	28.2	28.2	43.6
U	8	4.9	4.9	48.5
A	50	30.7	30.7	79.1
SA	34	20.9	20.9	100.0
Total	163	100.0	100.0	

42. An improvement in salary would make increase my resolve to stay.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	4	2.5	2.5	2.5
D	18	11.0	11.0	13.5
U	14	8.6	8.6	22.1
A	59	36.2	36.2	58.3
SA	68	41.7	41.7	100.0
Total	163	100.0	100.0	

43. I have considered leaving the organisation because I am dissatisfied with my salary.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	9	5.5	5.5	5.5
D	29	17.8	17.8	23.3
U	7	4.3	4.3	27.6
A	46	28.2	28.2	55.8
SA	72	44.2	44.2	100.0
Total	163	100.0	100.0	

44. I believe that quality of management and supervision influences employees' decision to quit.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	4	2.5	2.5	2.5
D	17	10.4	10.4	12.9
U	8	4.9	4.9	17.8
A	45	27.6	27.6	45.4
SA	89	54.6	54.6	100.0
Total	163	100.0	100.0	

45. If would not consider leaving the department if promotion was guaranteed.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	7	4.3	4.3	4.3
D	38	23.3	23.3	27.6
U	13	8.0	8.0	35.6
A	50	30.7	30.7	66.3
SA	55	33.7	33.7	100.0
Total	163	100.0	100.0	

46. I have considered leaving the organisation because I have become bored with my work.

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	12	7.4	7.4	7.4
D	42	25.8	25.8	33.1
U	13	8.0	8.0	41.1
A	42	25.8	25.8	66.9
SA	54	33.1	33.1	100.0
Total	163	100.0	100.0	

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