

**Investigating the role of intrinsic  
rewards in the link between quality of  
work-life and organisational  
commitment at selected Technical  
Vocational Education & Training  
colleges**

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## Abstract

In South Africa, the education and training industry has seen tremendous development during the past two decades. Since 1998, technical and vocational education has seen mergers, new governance structures, curriculum changes, community and business sector connections, and new financing formulas. Unfortunately, some staff members leave their jobs, disengage from the organisation, and move to another institution to feel fulfilled and connected. To assess and meet employee needs, the organisation needs effective human resource management (HRM) processes. Intrinsic rewards are important because dissatisfied employees and a toxic workplace environment can cause failure in meeting the expectations of the end-users and clients, which can have serious consequences for the business' operations and longevity; this can damage customer loyalty, preferences, and the possibility of them selecting a different product or service. HRM strategies can help South African businesses improve employee work life and output, which will enhance their commitment to the public and other businesses. Hence, the aim of this study is to investigate the role of intrinsic rewards in the link between quality of work life and organisational commitment at selected technical vocational education and training colleges. This study collected primary data; therefore, 175 academic staff members, administrators, supervisors, and higher-ups at Gert Sibande TVET and Ehlanzeni TVET were surveyed using standard scales. This method yielded SPSS-analysed data.

We can draw four main conclusions from this interpretation of the data: (1) the quality of one's working life has a significant and positive effect on one's commitment to one's organization; (2) intrinsic motivation also has a positive effect on one's commitment to one's organisation; (3) there is a strong and positive correlation between quality of working life and intrinsic motivation; and (4) intrinsic motivation modifies the relationship between quality of working life and intrinsic motivation. Affective commitment, continuing commitment, and normative commitment—the three pillars of organisational loyalty—have all been taken into account here. This research contributes to the existing literature by elaborating on the role of intrinsic incentives in the nexus between organisational commitment and work-life balance at selected tertiary educational institutions in Mpumalanga province. The research has real-world relevance because it provides an explanation for the link between organisational commitment, quality of work life and intrinsic motivation. This will make it possible for the

businesses' policymakers to think about giving their employees' inspiration top priority. Understanding what truly drives people and how it can be leveraged to enhance organisational success is crucial for the business and HR staff. It offers managers the chance to create a rewarding system that assures employees' intrinsic motivation, which would improve organisational commitment and performance.

**KEYWORDS:** Intrinsic rewards, quality of work life, organisational commitment, motivation, affective commitment, normative commitment, continuance commitment.

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## **Chapter 1: Introduction**

In the past two decades, the education and training sector in South Africa has undergone significant transformations, including the introduction of new governance structures, curriculum modifications, and funding formulas. These changes have increased opportunities for the youth, preparing them for employment and equipping them with the skills to become job creators. However, these changes have also had a substantial effect on college staff, which resulted in high attrition rates, a lack of commitment, and low job satisfaction. The purpose of this study is to investigate the role of intrinsic rewards in the relationship between work life quality and organisational commitment at a sample of technical vocational education and training colleges. The study's goal is to assess work-life quality, intrinsic rewards, and organisational commitment, as well as the relationship between work-life quality and organisational commitment. The study will also look into the moderating effect of intrinsic rewards on the connection between work life quality and organisational commitment. Employees' loyalty, involvement, supporting impulses, and willingness to fulfill the organisation's goals are referred to as organisational commitment. It encourages workers to contribute to organisational goals and remain in their positions for extended periods of time.

### **1.1 Background of the study**

Changes in South Africa's education and training system have been dramatic during the last two decades. Since 1998, the tertiary education system has undergone consolidation, the introduction of new governance structures, curricular shifts, altered relationships with local communities and the business sector, and the implementation of new finance models (Van Wyk, 2009). On the one hand, these challenges create more opportunities for the younger generations, such as preparing them for the job market and also skilling them to be job creators. On the other hand, staff members are negatively affected; some quit their jobs, do

not commit themselves to the organisation, and move from one organisation to another as they try to get a sense of belonging and satisfaction.

Human resources are crucial in any organisation, and practices such as recognition, reward, compensation, and training and development are effective in motivating employees to be more productive and committed to their jobs (Anjum *et al.*, 2021). Studies have demonstrated that motivation is a significant factor in enhancing an individual's performance. A lack of significant motivation from the organisation often results in decreased employee performance, even if they possess the necessary skills and knowledge (Zhang, Long *et al.*, 2015). Motivation can be classified as intrinsic or extrinsic motivation (Liu, Hau *et al.*, 2020). Intrinsic motivation involves performing a task for its own sake and experiencing pleasure and satisfaction, while extrinsic motivation involves tangible or intangible rewards.

Intrinsic rewards are integrated into the job tasks themselves and provide personal satisfaction to the employee, such as reputation, trust, empowerment, autonomy, among others. Intrinsic reward can be provided in the form of recognition for achieving excellence in a task, which can also increase an employee's reputation. Thus, these rewards or incentives are related to intangible elements. According to Ajmal *et al.*, (2015), intrinsic rewards are beneficial for employee recognition, which motivates employees and increases their levels of job engagement. Along with intrinsic rewards, employees' commitment levels are largely associated with their quality of work life. Several research (Abdirahman, 2018; Geisler *et al.*, 2019; Huseyin, 2018) have shown the importance of one's quality of life at work in understanding one's degree of commitment to the business).

Quality of work life (QWL) has become a major social topic in modern management across the world (Daniel, 2019). Employee motivation and job satisfaction are directly tied to the quality of work life, therefore improving it may have a positive impact on an organization's success (Aarthy and Nandhini, 2016). Organisational performance will improve greatly if it develops strategies and interventions to raise workers' satisfaction with their working conditions and their dedication to the company (Els, 2020). According to the study conducted by Sahni (2019), QWL, organisational commitment, and employee engagement are positively related; however, all dimensions of QWL are not uniformly related to organisational commitment and employee engagement. Akter, *et al.* (2018) conclude that monthly income is

the best predictor, followed by work environment, organisational commitment, and job stress. However, Lee *et al.* (2015) argue that teamwork and communication are the only significant predictor of QWL. Furthermore, Mirkamalia & Thanib (2011) state that there is no significant difference between the levels of QWL.

Thus, there are mixed and inconclusive findings pertaining to the role of intrinsic rewards in moderating quality of work life's impact on the organisational commitment of employees. Additionally, there is also a lack of information pertaining to the existing level of organisational commitment of staff at the TVET colleges in Mpumalanga; thus there is no indication of whether the attributes of quality of work life along with intrinsic rewards play a role in interpreting the organisational commitment.

## **1.2 Problem statement**

In every organisation, intrinsic rewards elicit a positive reaction and encourage or motivate employees to improvise and make lasting behavioural changes when needed. Gains in intrinsic motivation lead to greater interest in and dedication to one's job (Renard, 2015). Employees are more likely to work hard towards organisational objectives if they are rewarded for doing so. This can be highlighted by the fact that, since 2006, the educator turnover rates have increased significantly on a national scale owing to the dissatisfaction experienced by educators working in public TVET institutions, concerning intrinsic and extrinsic rewards (Jeremiah, 2018); this dissatisfaction is reflected in the short tenure of young educators in public TVET institutions. The problem was of such a magnitude that the South African government had to replace approximately 20,000 educators each year in the education sector across all provinces (Jeremiah, 2019).

Colleges offering technical vocational education and training (TVET) are struggling for a variety of reasons, including a decline in student interest (Olushowa & Adewuni, 2021). This study might enable TVET institutions in South Africa to reflect on and solve any related problems using proven methods.

According to research by Manzoor *et al.* (2021), motivation has a favourable and substantial mediating influence on intrinsic rewards and employee performance. It is critical to investigate intrinsic incentives as a method of motivating workers, since low morale in the workplace may lead to a failure to satisfy the expectations of customers and end-users, with consequent negative effects on the business. This can also adversely impact consumer loyalty, preferences, and increase the likelihood of losing customers to substitute or alternative products or parties. To avoid such mishaps, firms in South Africa can enhance the quality of work life by adopting appropriate input and output measures, which will improve the overall commitment of the organization to the public and other businesses.

Studies investigating the impact of organizational commitment on employee turnover intentions have found that a lack of organizational commitment can have detrimental effects on employee turnover intentions (Els *et al.*, 2021; Jackson and Jackson, 2019; Jano, Satardien and Mahembe, 2019; Suárez-Albanchez *et al.*, 2021). But there are holes in the research when it comes to evaluating the quality of work life, intrinsic incentives, and organisational commitment, and the connection between the two. These holes are what the suggested study subject hopes to fill. Furthermore, some studies solely concentrate on job satisfaction, and it is unclear how quality of work life influences employee engagement levels and organisational commitment (Sahni, 2019), therefore the literature on quality of work life in the context of Saudi Arabia is scarce. In addition, there is no solid proof of employee unhappiness, increased performance, retention, or morale in the literature (Bag, Dhamija, & Gupta, 2018). Finally, studies on the impact of intrinsic incentives on the relationship between job satisfaction and staff attitudes are few in Mpumalanga's public universities.

Therefore, the purpose of this research is to examine how intrinsic reward mediates the connection between work-life satisfaction and loyalty to organisations providing technical and vocational education and training. The study's findings will have theoretical and applied value since they provide quantitative evidence of the relationship between intrinsic reward and job satisfaction and loyalty to the employer. Hence, it will outline how organisations should focus on having a reward management system in place (financial reward and non-

financial reward) for motivating the employees to achieve set goals and promote optimal fulfilment in work.

### **1.3 Objectives of the study**

The aim of this study is to investigate the moderating role of intrinsic rewards in the relationship between quality of work life and organisational commitment at selected TVET colleges in the Mpumalanga province.

#### **Secondary Objectives:**

1. To determine the perceived quality of work life, intrinsic rewards, and organisational commitment.
2. To determine the relationship between quality of work life and organisational commitment.
3. To investigate the moderating role of intrinsic rewards in the relationship between quality of work life and organisational commitment.

### **1.4 Research Questions**

What is the moderating role of intrinsic rewards in the relationship between quality of work life and organisational commitment at the selected TVET colleges?

#### **Secondary Research questions:**

1. What is the perceived quality of work life, intrinsic rewards, and organisational commitment?
2. What is the relationship between quality of work life and organisational commitment?

3. Do intrinsic rewards moderate the relationship between quality of work life and organisational commitment?

## 1.5 Literature review

Studies and articles on intrinsic rewards (IR), quality of work life (QWL), and organisational commitment (OC) are included in this research overview). It covers five sections, and the last section reviews the relationship studies conducted on the three constructs.

### 1.5.1 Quality of work life

According to Fernandes (as described by Campos and Souza, 2006), the idea of quality of work life encompasses more than just laws meant to safeguard employees; it also takes into account workers' wants and needs, with an emphasis on humanising the workplace and the corporate social responsibility of businesses. QWL has been linked to a person's desire for a more favorable work environment, as stated by Pradana et al. (as cited in Fakhr et al., 2020). Desire for a more favorable work environment may be seen as a personal drive to endure a given scenario, regardless of the outcome.

**Quality of work life** is a strategy or process that aids in enhancing employees' quality of life at work. This supports the fulfilment of the organisational goals along with the needs of the employees. It helps in improving the work environment and in balancing the requirements of technological-, organisational-, human-, and societal elements. **For example**, if employees are given the freedom to express their opinions and participate in decision-making at work, they will feel motivated and engaged. This would also promote the self-development of employees. This will eventually lead to improved quality of work life. Some other methods include, among others, recognition, rewards, and increased employee engagement activities.

This study will focus on eight dimensions of quality of work life, namely fair and appropriate compensation, work conditions, use and development of capacities, the opportunity for growth and security, social integration in the organisation, constitutionalism, work and the total space of life, and social relevance of work as a part of life. These measurements are adopted from Walton (1973) as a model of analysis of important experiments on QWL.

According to Baleghizadeh and Gordani's (2012) research on secondary school teachers' motivation and quality of life on the job, the majority of respondents rated their job satisfaction as "fair" or "poor," and the majority also reported having "medium" or "low" motivation. Keeping employees enthusiastic is essential to the success of the business as it improves productivity and morale. Quality of life at work has a direct correlation with employee motivation (Baleghizadeh & Gordani, 2012).

Fakhr *et al.*'s (2020) research found that, on average, eighty percent of workers' QWL dimensions fall inside a legitimate category. A better quality of work life can be demonstrated by matching job functions with employee requirements. QWL holds an important role in developing employees' perception toward the organisation as well as employees' turnover intentions, as stated by Kara *et al.* (cited by Fakhr *et al.*, 2020). The statement implies that retention is dependent on the QWL construct. However, Indhumathi *et al.* (2019) conclude that there is an inverse relationship between QWL and employee turnover intention, among the determinants of QWL (i.e. adequate pay compensation, an opportunity for growth and security, and social relevance at work).

Likewise, Letooane (2013) argued that the lack of facilities, health and safety issues, workload, communication, remuneration, and disintegrated systems seemed to be the key issues that impact QWL. This means employees prefer to work in a safe and healthy

environment where they will be financially well remunerated. Mwaba (2019) came to a similar conclusion, stating that job and career satisfaction are strongly correlated with quality of life at work. This satisfaction consists of intrinsic and extrinsic rewards, which can be used as motivators.

### **1.5.2 Intrinsic rewards**

An intrinsic reward is an internal reward that employees obtain from successfully completing their tasks or projects (Manzoor *et al.*, 2021). These rewards are based on the capabilities of employees and are psychological in nature. It generates a positive feeling in the minds of the employees that further boosts their morale and helps them to perform better in the future. Essential compensation, also known as non-monetary compensation, is intangible in nature but can motivate employees and bring long-term benefits to the organisation (Anjum *et al.*, 2021). Various types of rewards that originate from within the workplace can be observed, such as experiencing a sense of pride in one's work, receiving acknowledgement and esteem from both supervisors and colleagues, individual growth, garnering more confidence from management, performing enjoyable tasks, achieving a sense of fulfillment, acquiring new knowledge or enhancing skills within a specific domain, providing employees with the autonomy to select projects they undertake, and being a member of a collaborative team (Manzoor *et al.*, 2021).

In order to achieve our research goals, we will be concentrating on four distinct forms of intrinsic rewards acquired via labour that generate positive emotional energy and lead to motivation and happy sensations. Meaning, agency, skill, and development are all part of this, as stated by Thomas (2009, referenced in Jacob, 2014).

According to Pink (cited by Jacob 2014), meaningfulness refers to employees knowing the purpose of their tasks and knowing that it contributes to a larger whole, that is, that they are hconstruct related to the purpose, meaning, fulfilment, and satisfaction of life. The majority

of the various theories have two things in common: a global scheme for understanding one's life and a belief that life itself has meaning. According to Thomas (cited by Jacob 2014), the options include employees' ability to choose their activities and how to carry them out, the ability to be independent, and the ability to be responsible for their work outcomes (Jacob, 2014). Allowing employees to choose their own way to complete a task and to feel personally responsible for the quality of the activity and the resulting consequences (including the service that the customer receives) is beneficial. Work capacity means that employees feel that they can manage and perform work tasks in ways that meet or exceed their personal performance requirements, according to Deci et al. (cited by Jacob 2014). Competencies are used to create standards for knowledge, skills, and abilities needed for success in the workplace, as well as prospective measuring criteria for gauging whether or not those requirements have been met.

According to Thomas (as referenced by Jacob 2014), a sense of progress is achieved when one believes that their effort is developing in the right direction and producing the expected results. To improve or develop skills and knowledge portrays a sense of progress, which can include being promoted.

According to Clark and Saxberg (cited by Olushola and Adewuni, 2021), performance suffers when employees perceive they have little or no control over their work. Thus, the fallout from this perception, including feeling unsafe, experiencing a lack of recognition and training, facing disrespectful treatment, and suffering the lack of participation in decision-making are all demotivating factors that decrease workers' performance (Demir, cited by Olushola and Adewuni, 2021).

Olushola and Adewuni's (2021) research, titled *The Impact of Intrinsic and Extrinsic Motivation on Teachers' Performance*, found that teachers' basic salary packages were the most influential motivating factor, while teachers' intrinsic motivation was not significantly related to their performance. Manzoor et al. (2021), on the other hand, discovered that intrinsic incentives significantly boosted employee performance. Their findings stress the importance of intrinsic incentives as a mediator between employee motivation and performance. Anjum (2021) did their own study and found that intrinsic incentives had a significant effect on employee motivation. The research also found a statistically significant relationship between motivation and the factors of recognition, training and development, work environment, employee engagement in decision making, and workplace flexibility.

### **1.5.3 Organisational commitment**

The terminology 'commitment' implies loyalty, being concerned about the well-being of the organisation, engagement, supportive instincts towards the firm, and willingness towards attaining the goals of the firm. Employees who feel committed to their organisation are more invested in its success and more likely to stay with the company for the long haul (Guzeller & Celiker, 2019). As with other authors, Dahmardeh and Nastiezaie (2019) describe organisational commitment as "the belief held by the employee pertaining to the organization's values and goals; their sense of loyalty towards the firm, the moral obligation, desire, and the sense of need to continue working in the organisation.". Initially, the idea of organisational commitment was considered a multidimensional approach representing different types of commitments towards the firm (Berberoglu, 2018). Nonetheless, in 1991, Meyer and Allen conceptualised this multidimensionality into a model of organisational commitment that comprised three components, i.e. affective-, continuance-, and normative commitment (Meyer & Allen, 1991). Affective commitment refers to employees' emotional attachment to-, identification with-, and involvement in the organisation (Abdul et al., 2003). In other words, a worker develops sentimental ties to the company they work for. This may

be attributable to the significance of the worker's position in furthering the company's mission and ideals.

Continuance commitment is based on the costs the employees associate with leaving the organisation (Abdul et al., 2003). In this type of commitment, an employee compares the advantages and disadvantages of staying and leaving the organisation. They tend to have a fear of losing something when they contemplate leaving the organisation.

Employees' sense of duty to stay with the company is what's known as normative commitment (Donglong et al., 2020). With regard to commitment, employees feel that they should stay with the organisation because of responsibility and think that it is the best option to stay as a matter of obligation. Normative commitment's distinctiveness resides in its focus on the attitude and behaviour of the individual, such as determination, perseverance, etc. (Eliyahu *et al.*, 2021).

A research by Abdul et al. (2003) found a strong connection between corporate culture and employee loyalty to the company. Likewise, the finding of a study conducted by Eliyahu *et al.* (2021) concluded that common motivational concepts in academic literature, such as satisfaction, coincide with instrumental organisational commitment, which is particularly relevant to employees working in an organisation. In other words, motivated employees are most committed to the organisations they work for. In contrast, Abdelmoula and Boudabbous (2021) conclude that affective and continuance dimensions have a positive and significant impact on performance; whereas, normative commitment has a negative but non-significant effect. This means that both emotional and extended commitment plays a crucial role in employee performance. According to Abdul et al. (2002), determining the cultural type and

prescribing the suitable commitment type to be promoted in a company may be required in order to encourage the personnel.

#### **1.5.4 Relationship between quality of work life and intrinsic rewards**

Several studies have found that intrinsic motivation or rewards have a significantly positive role in determining organisational commitment (Esop & Timms, 2019; Mabaso & Dlamini, 2018; Mitonga-Monga *et al.*, 2018). Nonetheless, evidence regarding the association of intrinsic rewards or motivation with quality of life is limited and fragmented. For instance, a study conducted by Andrade *et al.* (2021) suggested that the overall perception of a work-life balance was altered by the extent to which the organisation offered intrinsic as well as extrinsic rewards. Similarly, Rani and Desiana's (2019) research indicated that intrinsic motivation was highly connected with work-life balance, which is seen as a factor of quality of work life. The research also showed that this link improved both individual workers' levels of emotional investment and the overall efficiency of the company. A similar finding was highlighted by Ciufo (2021), who accentuated that intrinsic motivation results in a positive perception of the firm and oneself within the firm. When an employee has a good time at work, their expectations for the rest of their working life improve. In contrast to these results, Ong *et al.*'s (2019) research emphasised the importance of extrinsic incentives and motivation in shaping how people feel about their jobs. However, it is intrinsic reward or motivation that predicts the perceived quality of work, and thereby impacts the organisational commitment displayed by the employees.

### 1.5.5 Relationship between quality of work life and organisational commitment dimensions

- **Quality of work life and affective commitment**

Affective commitment can be defined as a psychological attachment of employees that reflects their acceptance of the goals of the firm. Individuals with affective commitment showcase a greater involvement in the firm and have a strong desire to remain in the organisation for a good length of time (Tamhir *et al.*, 2019). When workers are satisfied with their work environment, they are more likely to have a strong emotional connection to the company as a whole. For instance, the results of a study conducted by Burmansah *et al.* (2019) revealed that quality of work life has a direct positive impact on the affective commitment of the employees. Moreover, quality of work life also plays a positive role in enhancing teachers' job involvement, which is instrumental in positively impacting affective commitment. Furthermore, a study conducted by Hanjarini *et al.* (2020) highlighted that affective commitment is directly, positively impacted by both quality of work life and work design, respectively. Similar findings were described by Tamhir *et al.* (2019). Subsequently, work design plays a critical role in quality of work life. Similarly, a study conducted by Zain *et al.* (2018) considered seven dimensions for assessing the impact of quality of work life on affective commitment. Workplace well-being is measured along many axes, including as personal development, teamwork, supervision, social significance, financial compensation, and institutional acceptance. The findings of the study revealed that supervision is the only dimension of quality of work life that was not positively correlated with affective commitment; whereas, all others did have a positive and significant impact.

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- **Quality of work life and normative commitment**

Normative commitment is reflected by employees when they showcase higher devotion and loyalty towards the organisation. Another finding is that workers who demonstrate normative commitment consider it unacceptable to leave their current employer and instead feel a moral need to stay there. As a result, individuals hold themselves back from pursuing other employment opportunities (Asharini *et al.*, 2018). Quality of work life was shown to positively affect the job performance of employees at Malaysian public universities, especially among those who demonstrated a high degree of organisational commitment, according to research by Ehido *et al.* (2019). The research also found that staff members' normative commitment had a significant influence in their continued employment at public institutions, which had a knock-on effect on their productivity. Further, the results of a study conducted by Bala *et al.* (2019) that focused on evaluating the impact of quality of work life on different dimensions of organisational commitment among faculty members of Higher

Education Institutions, showed that quality of work life had a significantly higher impact on normative commitment than any other dimension of organisational commitment.

Subsequently, Ramawickrama *et al.* (2018) stated that all the dimensions of organisational commitment plays a significant role in mediating the impact of quality of work life on the job performance of employees. Organisational commitment was also verified as a positive mediator between work life satisfaction and productivity by Asharini *et al.* (2018). The study strategically stated that quality of work life impacts the normative commitment of the employees, which depicts the extent to which the employees want to continue working in the organisation, and hence, produces a positive effect on their performance levels. Hasanati (2018) concluded that teachers' emotional and normative commitment may be predicted in large part by their work-life quality.

- **Quality of work life and continuance commitment**

The final component of organisational commitment is continuance, which is particularly concerned with the cost and investment aspects with the need to stay in the organisation. Workers consider the benefits and drawbacks of leaving the company in which they have committed their time and energy before making a final decision to remain or leave (Khan *et al.*, 2021). Contrary to the findings of previous studies that emphasised the impact of quality of work life on organisational commitment levels, Kim *et al.* (2021) discovered that higher commitment levels (especially affective and continuance commitment) positively impacted employees' perception of quality of work life during a time of crisis. El Badawy *et al.* (2018) made a statement, based on findings from a study, that quality of work life had a significant impact on all the dimensions of organisational commitment, particularly continuance (when moderated by gender). Farid *et al.* (2015) highlighted that quality of work life had a strong and positive impact on the continuance commitment of the employees. Moreover, multiple research has shown that workers' emotional and normative commitment levels are significantly influenced by their quality of life at work. Most studies, including Afsar (2014) and Chinomona *et al.* (2014), found that employees' loyalty to their existing companies eroded as their job satisfaction plummeted.

Thus, it can be stated that quality of work life shares some significant correlations with different dimensions of organisational commitment concerning affective-, normative-, and

continuance commitment. However, these findings are inconclusive and more research is needed to fully understand the state of TVET schools in South Africa.

## 1.6 Research Gap

After conducting a comprehensive review of the relevant literature, it has been determined that there is a dearth of empirical evidence regarding the connection between the quality of work life and intrinsic rewards within the specific context of Technical and Vocational Education and Training (TVET) colleges in South Africa. Furthermore, there is also a lack of information available pertaining to the nexus between the variables of organisational commitment, quality of work life, and intrinsic rewards in a single study, which includes findings concerning the prevailing organisational commitment level of staff at TVET institutions in South Africa. Thus, the current study will contribute to the field and address these gaps by collecting empirical data. The conceptual framework below depicts the hypothesised associations of this study.

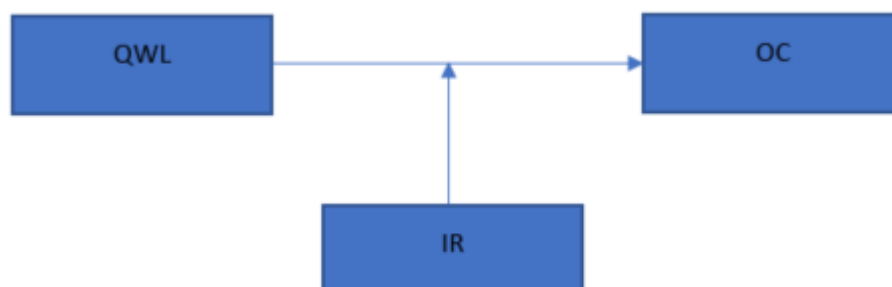


**Figure 1. 1: Conceptual framework**

## **1.7 Conclusion**

In this chapter, we explore the mediating effect of intrinsic incentives on the connection between job satisfaction and loyalty to one's employer. The findings are important for TVET colleges in South Africa because it can contribute to the development of strategies that are able to increase organisational commitment and reduce employee turnover rates. In addition, the information presented in this chapter can contribute to the body of research that already exists on the topics of employee dedication, work-life balance, and intrinsic rewards.

## **Chapter 2: Literature Review**

### **2.1. Introduction**

This chapter provides a review of the literature on quality of work life (QWL), intrinsic rewards, and organisational commitment. QWL is a multifaceted concept that can be experienced differently by different individuals, and it integrates numerous factors that influence a person's perception of their quality of work life. In order to attract and retain talented employees, businesses must maintain a high QWL. On the one hand, intrinsic rewards or incentives that originate from within the individual can play an important role in boosting job satisfaction and motivation. Organisational commitment, however, refers to an employee's psychological and emotional connection to the organisation and is a critical retention factor.

Numerous studies examining the relationship between QWL, intrinsic rewards, and organisational commitment are covered in the literature review. The review focuses on the difficulties of creating task-dependent intrinsic rewards and task-independent intrinsic rewards, the significance of sustaining a high standard of work life to attract and retain personnel, and the various methods for enhancing job satisfaction. The review also emphasizes the self-determination theory, which suggests that intrinsic and extrinsic rewards have distinct effects on job satisfaction.

### **2.2 Overview**

According to Belwal and Belwal (2014), QWL can mean different things to different people, and there are many different factors that can contribute to QWL; some people view it from a favourable standpoint and others as a motivator. Organisations must have a high QWL in

order to recruit and keep talent. Family and work are inextricably linked because labour, as a means of earning money, is a necessity for people's survival. QWL serves as a mediator between emotional labour and work-to-family interference. The goal of QWL is to promote employee effectiveness and participation, and the purpose of QWL activities is to provide employees with more time to focus on their work. To an assembly-line worker, it might only mean a fair day's pay, safe working conditions, and a boss who treats him or her with respect, but to a young worker, it might represent the chance for progress, career growth, and the ability to make use of one's potential.

Farid *et al.* (2015) suggested that individual-organisational transitions and changes in side bets or investments over time lead to the structural and fundamental phenomena known as organisational commitment. The determination of quality of work life (QWL) in their organisations and the search for measures to raise this index ought to be priorities for employers who are eager to increase employee commitment and job satisfaction. One of the most important tasks for organisations is to raise the QWL level. Affective-, normative-, and continuance commitment are the three categories of commitment. Research has shown that employees who are actually empowered and operate in a close-knit environment are more loyal to their employer and specific union.

Xu *et al.* (2022) stated that there is a growing amount of literature on employee satisfaction and mental health revealing that personality traits like intrinsic motivation can affect a person's capacity to deal with the various stressors that arise at work and ultimately cause them to leave a position or organisation.

### **2.3 Quality of work life**

Lee *et al.* (2015) reported that recent research has highlighted the concept of quality of work life (QWL) and its relationship to employees' well-being, including job satisfaction, organisational commitment, and other work engagement factors. QWL is considered essential for attracting and retaining employees. It refers to the extent to which staff can meet personal demands while fulfilling company objectives. QWL encompasses a range of demands, such as family, financial security, safety, health, life, relationships, self-worth, self-actualisation, education, and aesthetics.

Ojedokun *et al.* (2015) noted that organisations are increasingly focused on QWL because satisfied employees are more productive and committed. Achieving a good work-life balance for employees is a critical aspect of QWL, aimed at enhancing the overall work environment. QWL involves a set of tasks and tools that help employees meet their personal requirements and achieve job satisfaction. Key QWL features include a robust compensation system, job security, opportunities for professional growth, employee benefits, work-life balance, and employee participation.

Burnout and low QWL are both risk factors for stress. Burnout refers to job dissatisfaction caused by work-related stress, characterized by depersonalisation, emotional exhaustion, and a lack of personal accomplishment. Burnout is often the result of noble intentions, despite its detrimental effects. Burnout is influenced by environmental factors, personal difficulties, and coping mechanisms (Bragard *et al.*, 2015).

Employee turnover can be reduced by promoting job satisfaction and reducing stress through improved work-life balance (Dhamija, 2019). Job satisfaction contributes to employees' overall sense of well-being, mental independence, stress relief, and confidence in meeting job

requirements. It is a critical factor for both employers and employees in any organization and comprises physiological, environmental, and psychological aspects that influence an employee's happiness.

Organisations must maintain a high standard of work-life balance to attract and retain employees (Saraji & Dargahi, 2006). Most employees face work-life balance issues regardless of their position, and it is challenging to identify all the variables that affect quality of work life (QWL). QWL is a dynamic, multidimensional construct that encompasses job stability, reward systems, training and professional growth opportunities, and involvement in decision-making. It has been linked to higher care quality, improved efficiency, and increased organisational commitment.

According to Nowrouzi et al. (2016), QWL is a subjective phenomenon shaped by employees' thoughts and perceptions, linked to their workplace. Programs that promote stress relief and healthy behaviors can enhance employees' QWL, leading to higher job satisfaction, retention rates, and lower burnout. Fair financial compensation is also positively correlated with employees' satisfaction and includes appropriate rewards for their level of expertise. Moreover, studies indicate that shorter schedules and fewer late shifts during the week can enhance job satisfaction and retention rates.

Employees are an organisation's primary asset and core strength (Beloor, 2017).

Unfortunately, many organisations prioritize systems and technology over their workforce. The importance of QWL is often overlooked due to a lack of knowledge among employers and employees, leading to job dissatisfaction, increased absenteeism, low morale and motivation, increased accident rates, and low productivity. Managing work-life balance is crucial to ensure all employees perform at their highest level and remain free of stress.

Swamy *et al.* (2015) propose that improving employees' quality of work life (QWL) is achievable through effective QWL interventions, such as job enrichment, job enlargement, flexible work arrangements, and promoting a culture of autonomous work groups. In today's competitive market, an organisation's human resources are its most valuable asset, and retaining talented employees is crucial to their survival. It is essential to view employees as assets and not liabilities and prioritize their needs in the humanized job design process known as QWL. This includes fair compensation, job security, workplace health and safety, recognition and reward systems, training and career development opportunities, participation in decision-making, meaningful and fulfilling work, trust in top management, a healthy work-life balance, low work-related stress, and manageable workloads.

## **2.4 Intrinsic rewards**

Zheng *et al.* (2020) stated that task-dependent and task-independent research on intrinsic rewards make up the majority of the currently available literature. Usually, both are created by hand. It can be challenging to manually construct task-dependent rewards, since even a slight mismatch between the real reward and the desired bias or goals can have unforeseen and occasionally disastrous results. Task-independent intrinsic rewards are also generally created by hand, frequently using heuristics on intended exploratory behaviour or an intuitive grasp of human behaviour. However, it can be challenging to match such intrinsic incentives that are independent of a particular job to the distinct learning dynamics brought on by the relationship between an agent and their environment.

Danish *et al.* (2015) point out that intrinsic rewards include feelings of passion, excitement, devotion, and self-sufficiency. Extrinsic benefits include money, the actions of co-workers, and job security. Extrinsic rewards include acknowledgement and praise, promotion and title,

power and responsibility, education, the offer of work, a certificate, a perk, participation in decision-making, vacation time, convenient working hours, a comfortable workplace culture, social engagements, feedback, gratitude, social rights, bonus systems, perquisites, and an increase in remuneration. Intrinsic rewards foster lasting motivation and common goals for both people and the organisation they serve and are just as crucial to advanced employee performance as extrinsic rewards are. Extrinsic benefits motivate employees to work harder, invest more time, and perform better at their allocated tasks. Employee motivation is substantially impacted by rewards and appreciation.

A study regarding teachers' access to internal rewards reveals that in contrast to intrinsic rewards (which are a wider concept in which 'feeling good' is more specific to individual teachers) moral benefits are gained from thinking one is performing 'good work' in the context of the student and profession. While 'moral rewards' are ingrained when labour is in line with one's beliefs regarding what is good and fair in respect of working with students, intrinsic pleasures can result from situations irrelevant to the nature of the work, such as when a teacher and a student have a meaningful connection. But 'moral rewards'—which are a subcategory of intrinsic rewards, as they may make a teacher 'feel good'—are related to intrinsic rewards in that way (Rooney, 2015).

In contrast, Stadie *et al.* (2020) suggests in a study on the bi-level optimisation problem of learning intrinsic rewards that one of the ongoing issues concerning reinforcement learning is the creation of effective reward functions (RL). Rewards are frequently constructed from high-level primitives such as object locations and velocities. A humanoid robot's reward function, for instance, might be affected by the robot's head position and forward motion if someone wants to teach it to walk upright. The benefit of hand-designed rewards is that those creating them can understand them easily. These incentives, however, cannot be limited to

human interpretability. Additionally, they must supply information to an RL algorithm that actually trains the agent. Sadly, it is possible that well-understood hand-designed rewards are ineffective from the standpoint of optimisation. To put it another way, even when performance is measured against the initial, manually-designed reward function, it is likely that different reward systems exist that promote quicker convergence and greater overall performance.

Thiede *et al.* (2022) claim that extrinsic and intrinsic rewards are frequently distinguished in research on reinforcement learning. Anything that is collected directly from the environment is regarded as an extrinsic reward, but anything produced by the agent itself is considered an intrinsic reward. The fundamental concept is to supplement the standard extrinsic reward with the intrinsic incentive in order to direct an agent's exploration of previously unexplored areas of the state space. The greater the novelty of the state visited, the greater the intrinsic reward. Intrinsic rewards can be defined in a variety of ways, but it can be loosely categorised into three main groups: prediction-based-, count-based-, and memory-based intrinsic rewards.

In a study regarding service enhancement in HR management during COVID-19 Abdullah *et al.* (2021) claim that social and psychological rewards can be used to assure nurses' job happiness in hospitals while also taking work demands, work-family conflict, and the COVID-19 pandemic situation into account as a significant influencing factor, which is relevant when discussing methods for using intrinsic rewards to increase employee loyalty. Previous research has not used COVID-19 settings, but they nevertheless corroborate these findings. In influencing how employees acted toward their employers, intrinsic rewards were crucial. For example, hospitals are looking forward to non-intrinsic benefits to cope with family- and work conflict situations, and the lower growth ratio assures they have excellent

levels of employee productivity, leading to quality patient care. They are unable to pay for financial benefits that are more broad and extended due to the weakening economy. They must therefore concentrate on managing non-financial benefits.

## **2.5 Organisational commitment**

Arasanmi and Krishna (2019) stated that organisational commitment (OC) refers to an employee's psychological and emotional connection to a company. It serves as a sign of a worker's desire to remain a part of the company. A devoted employee demonstrates loyalty, a psychological commitment to their work, and an affinity for the organisation's objectives. As a devoted workforce, individuals with strong OC can assure greater organisational performance and boost productivity and competitiveness, according to Amdan *et al.* (2016). They are important assets for an organisation. Empirical findings demonstrate that OC has an impact on organisational retention rates. One can argue that high employee commitment would favourably influence employee retention, according to Amdan *et al.* (2016). An organisation with a dedicated job market may be better placed than its competitors to address the difficulties offered by a dynamic marketplace. Organisational commitment can be defined as the extent to which an employee recognises their aims and wishes to retain membership in the organisation (Amdan *et al.*, 2016).|

According to Affum-Osei *et al.* (2015), organisational commitment has been recognised as one of the key elements that boost workers' productivity. The level of commitment of employees to the company is just as important to an organisation's success as employee incentive, high pay, or training. Workplace commitment can take many different forms and may have an impact on both business effectiveness and employee well-being. Organisational commitment is a tie or relationship that binds a person to an organisation and causes them to

identify with that organisation. It makes it less probable that an employee will leave their employer of their own volition because of this psychological connection. It is impossible to overstate the importance of organisational commitment to a positive workplace culture and high levels of productivity.

Goh and Marimuthu (2016) stated that one of the most crucial factors in assessing an organisation's performance is organisational commitment. Given that organisational commitment is regarded as the primary area of focus in HR management, it is important to assess employees' commitment to their employers in order to guarantee their well-being and further boost organisational performance. Numerous studies have asserted the significance of employees' organisational commitment as performance-determining factors. As a result, it is essential to make sure that the personnel constantly have an organisational commitment, if organisations want to guarantee long-term success or good performance. Organisational commitment is the psychological connection that exists between employer and their employees and increases the likelihood that they will stay with the company.

Gopinath (2020) suggested that the staff's willingness to put up significant effort on behalf of an organisation and their strong belief in the organisation's objectives, ideals, and acceptability are all directly related to their commitment to the company. Businesses increasingly make the most of their employees' expertise in the most efficient and effective ways possible because job knowledge has emerged as one of the key competitive advantages. Additionally, businesses are working to reduce the losses brought on by employee turnover. If employee commitment can be increased, knowledge can be translated into organisational knowledge, and knowledge sharing among staff can be ensured, then these efforts may be successful.

Mabaso and Dlamini (2018) claimed that attitude and behaviour both play a role in the concept of organisational commitment, which is bi-dimensional. Employees that are dedicated to their jobs exhibit active curiosity, a love of learning, a readiness to question the status quo, and a desire to try out novel ideas. In contrast to other types of commitment, such as occupational commitment, personnel with a high level of organisational commitment wants to continue being a member of the organisation. An individual's psychological condition known as organisational commitment drives them to take relevant action in support of one or more goals; as a result, organisational commitment produces favourable views toward work and influences outcomes, including employee's turnover intention, organisational citizenship behaviour, performance, and job satisfaction.

It is asserted by Tekingündüz *et al.* (2017) that trust improves organisational performance, worker morale, teamwork, and production; it is also said to have an impact on organisational commitment, fairness, and citizenship behaviour. The level of trust between an employee and an employer has a significant impact on an organisation's capacity for market success.

Conflicts in working relationships and the proclivity to leave the organization decreased, while organisational commitment increased due to cooperation, which promotes confidence.

Significant agent effect exists between organisational commitment and trust among co-workers. It was discovered that a key factor in fostering loyalty in the workforce was the employees' perception of top authority, which is fostered by the managers' actions, words, and applications.

Dajani and Zaki's (2015) study, based on the social exchange theory (SET), also investigated how employee engagement affects work productivity and organisational commitment. The most frequently accepted and applied hypothesis in contemporary employee engagement

research is Social Exchange Theory. People might base their social choices on the perceived costs and advantages of others, according to the central concept of social exchange theory (SET). It argues that when labour is based on a fair trade system, workers will be more invested in their jobs. Over time, both parties in this interaction grow to respect and care for one another.

## **2.6 Relationship between quality of work life and intrinsic rewards**

Daniel (2019) noted that according to the modern management approach, the extrinsic characteristics of the job—such as pay and other material advantages, as well as the job's safety and hygienic standards—were the only factors that contributed to job satisfaction with regard to QWL. Even though extrinsic rewards are significant, the human relations approach, on the other hand, emphasises that internal rewards are crucial determinants of performance, efficiency, absenteeism, and turnover. The characteristics of the work performed, the job content, skill levels, autonomy, and challenge are some examples of these intrinsic rewards. The way users of a system react to its socio-technical features determines the quality of their work life. This is a crucial metric or component of an organisation's performance.

Lee *et al.* (2015) reveal that the linear link between QWL and Job Satisfaction (JS) has typically been the focus of past HR studies. They validated the existence of a positive association between QWL and JS; nevertheless, their research focused on intrinsic and extrinsic incentives as key determinants of QWL for JS without taking into account any potential asymmetric interactions. According to the self-determination theory, JS responds to intrinsic and extrinsic impulses in different ways. Asymmetrical relationships between rewards and satisfaction may also be seen, according to several researchers in the field of customer satisfaction who used Kano's three-factor theory.

According to the self-determination theory (SDT), people are free to do what they find intriguing, personally meaningful, and vitalising when they are self-determined. SDT may be used to explain why individuals need to feel competent and self-determined while interacting with their environments, both in terms of intrinsic and extrinsic needs. According to SDT, greater JS is associated with the satisfaction of intrinsic wants including autonomy, competence, and social connection. Because both intrinsic and extrinsic needs have a common base of QWL dependent on need satisfaction, they use the three-factor theory to provide a more in-depth understanding of the underlying framework of QWL and then explain the asymmetric link with JS.

Agarwal *et al.* (2017) stated that the three primary QWL strategies are frequently discussed in the literature on human resource management. QWL is based on extrinsic characteristics of a jobs, such as remuneration, health and safety conditions, and other observable advantages of the workplace; although extrinsic rewards are significant, the human relations approach emphasises that intrinsic job characteristics, such as autonomy, difficulties, and task content, are major determinants of efficiency and productivity. The third strategy, called 'work orientation', contends that a person's attention to intrinsic and extrinsic rewards is dependent on each individual. However, transparency and trust, data management, organisational culture, and collaboration between management and employees all contribute to the success of QWL projects. The organisation's capacity to maintain a high degree of trust is crucial to the success of the QWL programme as well as other workplace reform initiatives.

Shan *et al.* (2017) claimed that a fair compensation system encourages dedication among workers, which improves work output and staff loyalty. The QWL elements connected to reward structures can be divided into two groups: external- and internal benefits. Promotions

are managed fairly, employee benefits are good, possibilities for promotions are good, and job security is good. In contrast, intrinsic rewards are things like the connection between management and employees, the chance to grow personally, a boss who cares about the well-being of the team, and co-workers who show a genuine interest in employees.

## **2.7 Relationship between quality of work life and organisational commitment dimensions**

Afsar (2015) suggested that numerous studies have revealed a relationship between employees' organisational commitment and their quality of work life, and more specifically that the latter is significantly influenced by the former. Quality of work life aims to increase both the organisation's productivity and efficiency, and the quality of life for its people at the workplace. As a result, quality of work life is a strategy or set of initiatives to enhance working circumstances as well as a response to organisational and employee requirements.

Adikoeswanto *et al.* (2020) stated that a situation where there is harmony between employee requirements and the employer's attempts to humanise employees is one in which quality of work life is conducive; this has the goal of making the staff happy, making them feel at ease, and helping them to enjoy what they're doing. Therefore, it is expected of the organisation to establish a favourable work environment both physically and mentally. Employees may benefit from these circumstances by getting the chance to grow a safe and enjoyable work environment, adequate welfare to meet basic requirements, and improved corporate performance. Work life quality is necessary to form commitment on the part of employees to the organisation they work for, which is crucial for every business to comprehend and then apply. Employees with greater organisational commitment are more effective and fruitful

than those who exhibit less organisational commitment. Organisational commitment is also known as the lowest level of commitment that an employee will accept because of their interest in the organisation and affinity for its purpose and values. According to research, transformative leadership has a strong and significant association with all dimensions of organisational commitment; whereas, transactional leadership has a favourable link to an affective and ongoing commitment. Employees favour transformational leaders' commitment levels and styles of leadership. Various sorts of leadership styles have an impact on employee engagement and dedication to the organisation. Transformational leadership style is an excellent predictor of both the general and job-related satisfaction of employees. Additionally, a competitive and inventive culture has a big impact on how well an organisation performs. Thus, organisational performance is impacted by organisational culture, and organisational culture is influenced by leadership style (Faizan & Zehra, 2016).

Eren and Hisar (2016) suggested that employees' inclination to engage in absenteeism or quit their positions would have an impact on their level of job satisfaction, success, organisational commitment, and quality of work life. Work life quality and organisational commitment are correlated linearly. An individual with a declining quality of work life would also be less committed to the organisation. The impact of work life quality is favourable for job involvement and emotional commitment and unfavourable for turnover intention, an essential and useful precursor of turnover that tends to have a negative impact on organisational effectiveness.

### **2.7.1 Quality of work-life and affective commitment**

According to Zain *et al.* (2018), affective commitment (AC) is the willingness of employees to stay with the company as a result of their good attitudes that grow as a result of their interactions with the company. The necessity for employees to keep membership depending on their calculative concerns, such as the expense of leaving the company and the assumed lack of other options, is known as continuity or calculative commitment. The third factor, normative commitment, is the belief that employees must continue to be members of the organisation as a result of internalising a loyalty standard. Affective commitment is the phrase used to define the emotional bond that a person feels with the organisation; it is also termed 'cohesion commitment' by some authors.

Burmansah *et al.* (2019) stated that the definition of AC is a positive state of emotion in which an employee chooses to remain with the organisation and to keep being a part of the organisation due to an emotional connection, involvement with the organisation, and belief in its principles. AC comprises organisational involvement, identification, and emotional connection. Employees' emotional ties to their company or their AC have been identified as key predictors of commitment and loyalty. Emotional aspects, such as those relating to | friendship, the office environment or culture, and satisfaction in carrying out tasks, motivate people to remain with their organisation.

### **2.7.2 Quality of work life and normative commitment**

According to Barron and Chou (2016), one of the most significant indicators of job-changing behaviour is normative commitment. Scholars have noted that organisational socialisation processes that an employee goes through may have an impact on their normative

commitment. The employee's normative commitment might be bolstered if his or her co-workers exhibit helpful behaviours. It is unclear how much the level of helpful conduct that an employee gets from other organisational members affects their normative commitment. An employee might perceive the duty to repay favours to organisational members who have previously aided them; it is possible that this will influence employees' normative commitment.

### **2.7.3 Quality of work life and continuance commitment**

Masud *et al.* (2018) pointed out that compared to the continuance and normative commitment, affective commitment has a solid empirical base. A few studies have found certain conflicts concerning continued commitment, with the exception of the quality of 'great sacrifice'. Contrary to this, normative commitment has faced a number of real-world issues over time. Affective commitment is ineffective at explaining how people's attitudes develop when attitudes are under control. Furthermore, the concept of normative commitment and its measuring scale are incoherent because the items appear to be a component of continuation commitment rather than a separate dimension of commitment.

## **2.8 Theoretical underpinning**

### **2.8.1 Social exchange theory**

According to the social exchange theory (SET), one of the most crucial elements of organisational commitment is the level of perceived organisational support. Reciprocity is at the heart of social exchange theory. To be reciprocal, one must react favourably to good treatment from others. The principle of reciprocity, as applied to workplace relationships, states that when a worker feels his employer is supporting him, he must return the favour.

The individual who constantly feels his organisation's support will also feel compelled to respond favourably to it, develop an affective attachment to it, recognise the organisation's aims as his own personal goals, be more dedicated to his work, and rarely consider quitting. Due to this behaviour, the employee will perform as expected and contribute to the effectiveness and success of his company. The social exchange theory contends that economic reciprocity is not always necessary for the exchange to occur. The reciprocity could take the form of behaviour or attitude. This theory states that a person will respond favourably if they felt like they were being treated properly. An employee will therefore strengthen his affective commitment and act in accordance with his organisation's objectives and interests if he perceives his employer as possessive, defensive, and protective of himself (Afsar, 2015).

### **2.8.2 Self-determination theory**

According to the self-determination theory, intrinsic and extrinsic incentives affect job satisfaction in very different ways. According to the self-determination theory (SDT), people are free to do what they find intriguing, personally meaningful, and vitalising when they are self-determined. When dealing with their surroundings in terms of intrinsic and extrinsic needs, people need to feel competent and self-determined. When a job inherently satisfies demands for self-actualisation and esteem, a sense of belonging (i.e. social needs), and chances for growth and development, this is known as satisfying an intrinsic need (i.e. knowledge and aesthetic needs). Self-determination and great autonomy characterise intrinsic motivation. Extrinsic requirements include things like work security (i.e. the need for health and safety) and advantages, which can be attained independently of the activities' inherent enjoyment (i.e. economic and family needs). Because employees work to satisfy the

fundamental psychological needs for autonomy, competence, and relatedness, SDT contends that intrinsic needs are linked to higher job satisfaction (Lee *et al.*, 2015).

### **2.8.3 Hygiene factor theory**

According to Herzberg (1959), job discontent among employees is largely due to workplace hygiene issues, which must be resolved in order to remove unhappiness from the workplace. There are many ways to achieve this, but some of the most crucial ways are guaranteeing employees' job security, position, compensation, fringe benefits, work conditions, good pay, paid insurance, vacations, and cultivating a healthy workplace culture. From most important to least important, the following hygiene aspects might be ranked: business policy, supervision, and employee relationship with the boss, working environment, remuneration, and peer relationships. The variations are brought about by the level of labour intensity and the length of employment. Herzberg uses the example of a horrible office environment where it is too hot in the summer and too cold in the winter to demonstrate how an employee can be motivated to commit a crime. In contrast, aspects of a job that are intrinsic to it, such as success, acknowledgement, fascinating work, increased responsibility, advancement chances, and growth potential, result in satisfaction, higher levels of productivity, and greater dedication (Leah *et al.*, 2021).

## **2.9 Research Gap**

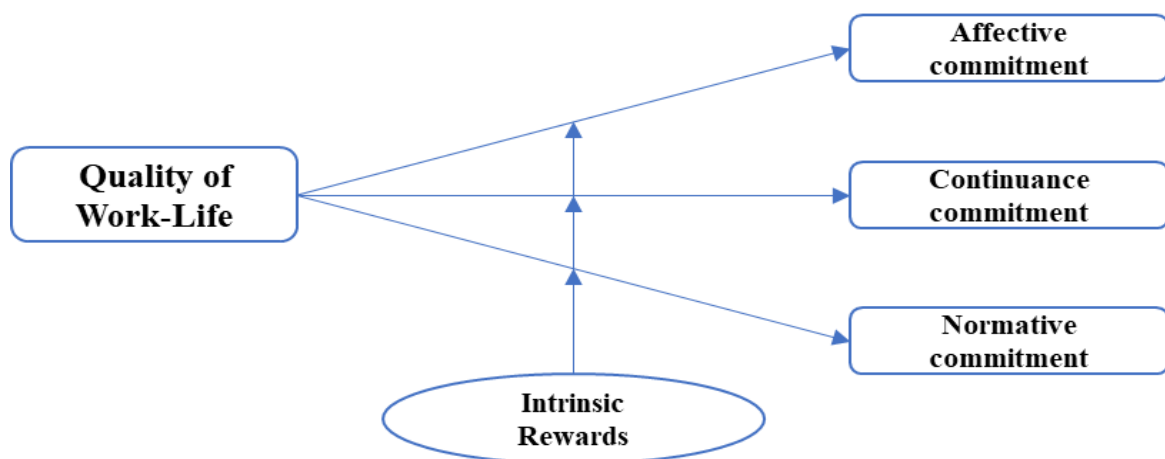
Quality of work life has been the subject of numerous academic research in this context (Bragard *et al.*, 2015; Dhamija, 2019; Lee *et al.*, 2015; Ojedokun *et al.*, 2015). Furthermore, studies are available on intrinsic rewards (Danish *et al.* 2015; Rooney, 2015; Stadie *et al.*, 2020; Zheng *et al.* 2020). Some studies focused on organisational commitment (Affum-Osei *et al.*, 2015:1; Goh and Marimuthu, 2016; Gopinath, 2020:1). Moreover, the relationship

between quality of work life and intrinsic rewards and organisational commitment dimensions (Adikoeswanto et al., 2020; Afsar 2015; Daniel, 2019; Lee *et al.*, 205 ;) are the topics for several studies.

However, there are still some unanswered questions about the role of intrinsic incentives in explaining the correlation between job satisfaction and loyalty to a company. The first key discovery is that TVET institutions have not given enough attention to the connection between work-life balance and commitment to the organisation. Second, research on the link between work-life balance and characteristics of organisational commitment in the light of intrinsic motivation is lacking. Additionally, studies might investigate the connection between emotional commitment, normative commitment, and perseverance commitment in the context of a satisfying working life.

## 2.10 Conceptual framework

Depending upon the research gap identified, the current study will assess the following conceptual framework:



## Figure 2. 1: Conceptual Framework

In this framework, the quality of work life is the independent variable of the study and organisational commitment is the dependent variable of the study, which can be divided into three sub-dependent variables, namely affective commitment, normative commitment, and continuance commitment. Moreover, intrinsic rewards are hypothesised to moderate the association between the independent and dependent variables.

### 2.11 Hypothesis

Ased on the above conceptual framework, the following hypotheses of the study will be empirically analysed:

1. **H<sub>01</sub>:** Quality of work life does not have a significantly positive impact on affective commitment.  
**H<sub>11</sub>:** Quality of work life has a significantly positive impact on affective commitment.
2. **H<sub>02</sub>:** Quality of work life does not have a significantly positive impact on continuance commitment.  
**H<sub>12</sub>:** Quality of work life has a significantly positive impact on continuance commitment.
3. **H<sub>03</sub>:** Quality of work life does not have a significantly positive impact on normative commitment.  
**H<sub>13</sub>:** Quality of work life has a significantly positive impact on normative commitment.
4. **H<sub>04</sub>:** Intrinsic rewards do not have a positive impact on organisational commitment.  
**H<sub>14</sub>:** Intrinsic rewards have a positive impact on organisational commitment.

5. **H<sub>05</sub>:** Intrinsic rewards do not moderate the association between quality of work life and organisational commitment.

**H<sub>15</sub>:** Intrinsic rewards moderate the association between quality of work life and organisational commitment.

## 2.12 Conclusion

The literature review offers a thorough review of the relationship between QWL, intrinsic rewards, and organisational commitment. It emphasises the significance of maintaining a high standard of work life in order to attract and retain talented employees, as well as the need to establish intrinsic rewards that correspond to the individual's job requirements. In addition, the review highlights the role of self-determination theory in boosting job satisfaction and motivation. The findings of this review can inform the policies and practices of organisations in order to improve QWL, intrinsic rewards, and organisational commitment.

## **Chapter 3: Methodology**

### **3.1 Introduction**

The preceding chapters provided a summary of the research topic, covered its important goals, and reviewed relevant earlier literary works, which influenced the current study. In this chapter, the methodology of the research study was presented, including the research paradigm, approach, design, time horizon, delimitations, exclusion criteria, and data collection instruments. The research paradigm, which provided the conceptual foundation for the study, was introduced. The positivist paradigm was selected as the most suitable for the current investigation. The study's quantitative research approach, correlational research strategy, and time horizon were also discussed. Finally, the delimitations and exclusion criteria for the study were presented.

### **3.2 Research paradigm**

A research paradigm was the conceptual underpinning of the study. It provided a set of presumptions and understandings upon which the theories and procedures of the research effort could be built. Interpretivism and positivism were two paradigms typically used from an ontological perspective (Omodan, 2022). The positivist research paradigm served as the guide for the current investigation. Because of its strong emphasis on the assessment of quality of work life, intrinsic rewards, and organisational commitment, as well as the quality of work life and organisational commitment relationship, the positivist research paradigm was the most applicable for this study, the purpose of which was to determine how these factors affected one another in terms of organisational commitment and work life quality. The idea was developed using the scientific method, which included posing a number of hypotheses and testing their viability before drawing a final conclusion (Tubey *et al.*, 2015). The positivist research paradigm, in contrast to interpretivism, holds that scientific evidence alone should be considered valid in study. An explanation of the context or the connection

between two entities was provided by this method. Empirical tests and methodologies, such as sampling, assessment, surveys, and focus group discussions, were used by positivist researchers thanks to this paradigm. That positivist researchers' results could be trusted and extrapolated to a broader group was a major step forward for the field. Thanks to evidence- and statistics-based approaches and methods of data collection and analysis, the same phenomenon or occurrence might also be produced to be "replicated" for various groups or subgroups of the population under social contexts. Because of this, the researchers saved time and money while making more accurate predictions for the future by using the results of a single study (Pham, 2018).

Abduction, induction, and deduction were the three primary methods used in the creation of new theories. It was via the application of inductive reasoning that a theory was developed, moving from a specific observation to the formulation of a general rule. Since this study sought to evaluate an established idea, deductive reasoning was used throughout. Testing a hypothesis that progressed from a general principle to a predetermined legal conclusion was a typical use of deductive research methodology. When it came to guiding knowledge and controlling functions, the deductive approach relied on physical reasoning. This strategy only worked if a few things were taken into account, and the deduction had to be accurate. In philosophical circles, this realisation had been long-standing. Philosophers have developed systems of logic to guide accurate inference. If the conclusion follows naturally from the premises, then the argument might be considered valid. To put it another way, this meant that a logical argument's conclusion was true if and only if its premises were true (Evans, 2019).

### **3.3 Research method**

The study used a quantitative research approach in the form of organised and adopted questionnaires to address the research topics. A study was categorised as quantitative if one aimed to quantify the variance in a phenomenon, scenario, a problem, or issue, if the information was acquired using mostly quantitative variables, and if the analysis was geared to determine the amount of the variation (Rinjit, 2020). As the goal of the current study was to determine how intrinsic rewards influenced the connection between organisational commitment and work life quality, the quantitative research approach was the most suitable. It also provided methods for making sure the survey tools were reliable and the sample picked was the greatest one possible for the study. As its name implied, the quantitative research approach focused on gathering numerical data so that it could be analysed and confirmed using statistical or scientific measures. It was useful to make speculative judgments comparing the variations between theory and practice. Quantitative research was built on the evaluation of quantity or amount. It was used with phenomena that took on a numerical representation. However, qualitative research focused on occurrences of a qualitative nature; that is, phenomena that connected to or incorporated quality or kind (Cr, 2020). A cross-sectional survey was used in the study because it could reach a larger population.

### **3.4 Research design**

The current study employed a correlational research strategy, which was useful for evaluating trends, patterns, problems, and circumstances relevant to a phenomenon under examination. The correlational research method looked at how the two study groups' characteristics differed from one another. It was critical to keep track of how much statistical correlation a researcher discovered between two traits, which was dependent on how precisely those

attributes were computed to some degree. Therefore, validity and reliability were crucial factors that influenced correlation coefficients (Williams, 2007). A causal-comparative design was not appropriate since it compared groups characterised by one or more categorical independent variables based on characteristics determined by the criterion variables. There was no group comparison in this study. In this work, the connections between continuous predictor and criteria variables were investigated. Therefore, the decision to use a non-experimental correlational analysis was appropriate, given that the goal of the study was to explore the links between criterion and predictor variables. Accordingly, by examining the relationship between quality of work life, intrinsic rewards, and organisational commitment, the current study could answer its research questions in a relevant way by using a correlational research methodology.

### **3.5 Time horizon**

The term "temporal horizon" was used to describe the time frame in which the research was conducted. The time period of October 2022 through January 2023 was of particular interest to the researcher. The schedule was established after carefully considering the study's goals and design. There are two ways to categorise studies: longitudinally or cross-sectionally. Studies that took a snapshot of a population at a single point in time were referred to as "cross-sectional." Longitudinal studies tracked the same samples over the course of many years. A longitudinal study's duration may be quite brief or rather extensive. The purpose of this research was to examine the role that intrinsic incentives play in mediating the connection between organisational loyalty and satisfaction with one's working conditions. This is why we looked at the data in a temporal cross-section. Just as the name suggests, data for a cross-sectional research was collected from samples at a single point in time. The samples in a cross-sectional study were taken just once. The researcher had an interest in the features of the population at a certain moment. In cross-sectional studies, researchers only gathered data once, from a single point in time. Cross-sectional analyses are useful for looking at how particular traits or phenomena changed over time (Zikmund *et al.*, 2013).

### **3.6 Delimitation of study**

The study was carried out in the TVET colleges in the Mpumalanga Province. The TVET colleges, an extension to the general tertiary or higher education institution, were created in South Africa in 2012. The mandate of the colleges was to prioritise supporting skill development and vocational education (Mokgatle and Madiba, 2017). In the Gert Sibande and Ehlanzeni Districts, a study was done to determine the impact of intrinsic rewards on the relationship between quality work life and organisational commitment. Even though it would have been excellent to survey every TVET institution in South Africa or the Mpumalanga province, this study was only able to focus on two of the province's districts for organisational and administrative concerns. However, the details, findings, and interpretations drawn from the data after rigorous study could be applied or even re-used across South Africa and other regions of the nation. Additionally, both permanent and staff with yearly renewable contracts from both locations were involved in the study. Research in this research focused only on HRM and organisational behaviour. Employees were the study's main analytical unit. Although employee engagement had grown in prominence over the past 20 years, its definition and conceptualisation were still ambiguous. Although there had been much written about it, there hadn't been much thorough scholarly research done (Shuck & Wollard, 2010).

### **3.7 Inclusion criteria**

1. The study included academic staff, administrators, supervisors, and those in higher positions.
2. Any individual fitting the above criteria with a minimum of one year of experience was included in the current study.
3. Permanent and one-year renewable contract staff members were considered for the current study.
4. All participants had to be above the age of 18 years.

### **3.8 Exclusion criteria**

1. Other staff that are employed at middle or lower levels in the TVET colleges were not included in the current study.
2. Any individual that is employed at a higher position concerning academic staff, administrators, and supervisors but do not have at least one year of experience was excluded.
3. No participant younger than 18 years of age was considered for this study.

### **3.9 Population**

Quantitative research made statistically meaningful inferences about a population by looking at a representative sample of that group. The population was made up of each and every individual in the group under inquiry. Regardless of how big or small the population was; what counted was that everyone who qualified for the group under investigation was included. Because of continual population turnover and resource constraints, a census that would include the complete population was not practicable. Instead, a representative sample of the population was chosen. The sample was statistically similar to the population, if it was properly chosen, which enabled conclusions from the sample group to be generalised to the population (Lowhorn, 2007).

The study's population consisted of the academic staff, administrators, supervisors, and those in higher positions at the Gert Sibande TVET and Ehlanzeni TVET colleges. The study's sample size was 450 participants.

### **3.10 Sample method**

Sampling involved choosing a portion of a broader population or sampling frame. In light of established theory, one could use sampling to infer data about a population or draw generalisations. This mostly relied on the sampling technique selected. Random sampling and non-random sampling, both based on probability sampling, were the two primary kinds of

sample methods historically (Taherdoost, 2016). Non-probability sampling was a technique that didn't give a way to calculate the likelihood that a universally existent component would end up in the research group's sample. Probability sampling ensures that every possible element of the universe has an equal chance of being included in the sample (Etikan & Bala, 2017).

Convenience sampling was used in this study's non-probability sample strategy to obtain data by interviewing staff members at TVET public institutions in the province of Mpumalanga. When choosing respondents based on availability and a particular underlying condition, the convenience probability sampling technique was quite helpful. Convenience sampling involved choosing people who were frequently and simply accessible. Convenience sampling was frequently chosen by researchers as their preferred method of sampling, since it was less complicated and more affordable than other methods. Numerous research difficulties were frequently circumvented with the aid of convenience sampling (Taherdoost, 2016).

### **3.11 Merits of convenience sampling**

- Both time and money were saved with this technique. This is due to the established criteria being used to sort the individuals who are easily accessible and available. As a result, this aided in choosing the best sample for the study, one that is representative of the complete target population.
- It was very helpful when some people play a very important role and had to be included in order to handle the issue under inquiry in a more thorough manner.
- It enabled the generalisation of conclusions obtained, whether in theoretical or practical terms. The current study particularly aided in the broader application of the practical outcomes.

### **3.12 Demerits of convenience sampling**

- There was a sizeable potential that the study's bias will be integrated because participants were chosen based on an underlying criterion.
- It might also have been challenging to argue that the sample accurately represents the target population as a whole. To address this issue, the study established precise inclusion and exclusion criteria.

- Convenience sampling's obvious drawback was that it is likely to be biased (Etikan, Musa & Alkassim, 2016).
- The knowledge or information of the participants might not always have been sufficient to meet the objectives of the study. However, in order to eliminate bias or misinterpretation brought on by subjective qualitative responses, the study chose participants who had a particular defined level of experience (concerning their work at TVET colleges) and did so in tandem with using a quantitative methodology.
- Regarding the size of the total population, no precise information was available. Based on the time restrictions encountered in conducting the complete study and the availability of respondents who fulfilled the stipulated inclusion and exclusion criteria, the sample size for the current study was set at 450 respondents.
- The study's sample size was 1000 staff members from Gert Sibande and Ehlanzeni TVET colleges or 450 participants. A population of 1000, based on a previously published table, using a 99% confidence level with a 5% margin of error, was equal to 399, according to Research Advisors (2006). Since the sample size reflected the actual number of replies the researcher received, the 450 respondents would include non-respondents.

### **3.13 Data collection instruments**

In order to answer research questions, put hypotheses to the test, and evaluate results, data collection was the systematic gathering and examination of information on relevant variables. Any survey instrument (including mail-in, self-administered, and interviewer-administered surveys) shall be made available online for pilot testing and administration. According to previous research (Rhodes, Bowie, & Hergenrather, 2003), gathering data over the Internet was a simple task.

**Table 3. 1: Data Collection Instruments for Variables**

| <b>Sr. No.</b> | <b>Variable</b>           | <b>Author</b>                                                             | <b>Total Items</b> | <b>Cronbach Alpha</b> | <b>Scale</b>                                              |
|----------------|---------------------------|---------------------------------------------------------------------------|--------------------|-----------------------|-----------------------------------------------------------|
| 1.             | Quality of work life      | Fernandes, Martins, Caixeta, Da Costa Filho, Braga, and Antonialli (2017) | 35                 | 0.959                 | 5-point Likert scale: very dissatisfied to very satisfied |
| 2.             | Intrinsic rewards         | Adapted and Modified from Thomas (2009)                                   | 19                 | 0.899                 | 5-point Likert scale: strongly disagree to strongly agree |
| 3.             | Organisational commitment | Allen and Meyer (1996)                                                    | 18                 | 0.875                 | 5-point Likert scale: strongly disagree to strongly agree |

The eight components of quality of work life were represented by a 35-item questionnaire for the independent variable of quality of work life, which was generated and modified from an earlier QWL study by Walton (1973). These dimensions included social relevance and importance at work (three items), use of capabilities at work (five items), opportunities at work (four items), social integration at work (four items), constitutionalism at work (four items), and adequate and fair compensation (four items). This was presented to the participants on a Likert scale with five possible outcomes: from very dissatisfied to very satisfy.

Similarly, the researcher modified the Meyer and Allen (1996) scale to examine the three components of organisational commitment—affffective, normative, and continuance commitment. The scale consisted of 18 elements in total, with each subscale comprising six items. Responses were rated from 1 (strongly disagree) to 5 (strongly agree) on a Likert scale.

The scale created by Thomas (2009) to evaluate intrinsic rewards was changed and adjusted by the researcher for the moderating variable of intrinsic rewards. The sampled population was given this scale, which had 19 elements. The scale consisted of four aspects, including a sense of progress (four items), a sense of competence, and a sense of choice, each of which had five items. As noted in the aforementioned research review, each of these factors was used to evaluate intrinsic rewards. A five-point Likert scale was used, with 1 representing | strongly disagree and 5 representing strongly agree. Four sections made up the survey questionnaire. Strategically, the first segment asked questions regarding the respondents' demographic makeup. The second half focused on comprehending the nature of the work-life balance. The third half was devoted to describing the internal rewards offered by TVET colleges, and the fourth piece concentrated on determining how much the employees cared about their organisations. Along with the questionnaire, a cover note describing the goals of the study was included.

### **3.14 Validity**

Validity referred to what an instrument measured and how accurate it was at doing so. The honesty of findings was referred to as validity (Mohajan, 2017). An instrument had to be dependable in order to be valid, but an instrument might be reliable without being valid.

Validity was sometimes described as the amount to which an instrument measured what it claimed to measure (Kimberlin & Winterstein, 2008).

### **3.15 Reliability**

The degree to which any measuring tool compensated for random error was what was meant by reliability; it also included the degree to which one could have confidence in the results acquired from the use of an instrument (Mohajan, 2017). Test-retest reliability, internal consistency, and interrater reliability were some examples of reliability estimates that were used to assess the consistency of measures that were given to the same people at different times while using the same standard; it was also used to evaluate the equivalence of sets of items from the same test. Larger dependability levels were indicated by higher reliability coefficients, which ranged from 0.00 to 1.00 (Kimberlin & Winterstein, 2008).

### **3.16 Data collection method**

The researcher first obtained ethical clearance from NWU before requesting authorization to perform the study from the Mpumalanga regional manager. The researcher shared the study's findings with the college presidents of Gert Sibande TVET and Ehlanzeni TVET colleges. The researcher emailed the questionnaire's URL to the human resource managers of the two colleges they had chosen (informants) in order to distribute it. These informants then passed it to various locations inside each college. In accordance with the Protection of Personal Information Act (POPIA), those who decided to participate were not identified. In the context of research, POPIA regulated the handling of personal data for research purposes and the transfer of data outside of South Africa to ensure that any restrictions on the right to privacy were justifiable and directed at safeguarding other significant rights and interests (Adams *et al.*, 2021:1). An individual who stood between a data collector and a potential respondent was known as a gatekeeper because of their personal or professional connection to the respondent, which gave them the authority to decide who had access to the respondent and when (Lavrakas, 2008). Since the researcher was an employee of Gert Sibande TVET college and communicated with participants through the HR office, the HR department of these TVET colleges—Gert Sibande and Ehlanzeni—acted as the study's gatekeepers. As a result, the HR division at each chosen public college provided responders with a link to an online survey

(Minnaar, and Heystek, 2013:4). An online survey was a method of collecting data in which the instrument or questionnaire was distributed to the target respondents via online platforms. Online distribution was a very realistic adaptation given current constraints, which was the distance to be traveled by the researcher to collect data in the two selected regions, even though the human distribution of surveys was advantageous in terms of raising the response rate (Moises, 2020). The researcher had quicker access to distinct populations using this approach of data gathering.

### **3.17 Data coding and analysis**

In order to find patterns or commonalities in the gathered data, statistical analysis was utilized. The researcher employed a statistician's skills and the Windows program SPSS version 28.0 (2022) software for inferential and descriptive statistical analysis. Applications like SPSS version 28.0 (2022) software were used to determine the reliability of data, understand behavioral correlations between dependent and independent variables, and compute metrics (i.e., average scores). Descriptive analysis and inferential statistics were used in this study's analysis. The use of inferential analysis was more helpful in achieving precise and factual conclusions, even though descriptive statistics were particularly helpful in becoming familiar with the data and understanding the trends, patterns, and problems related to it.

### **3.18 Ethical consideration**

The ethical committee's approval was required by NWU regulations whenever subjects or humans were engaged in the study in any way. Standards and codes of behavior were outlined in research ethics. It was essential to abide by the moral standards established by the ethics committee of the NWU. Several ethical guidelines should be taken into account during the dissertation research process. Due to these ethical requirements, researchers needed to:

- Seek ethical approval from the NWU ethics committee prior to data collection.

- Obtain the informed consent of all potential study subjects over the age of 18. An online survey was accompanied by an electronic consent form and detailed instructions for each section. The survey began with a brief explanation of the study's methodology, emphasizing that participants were free to leave at any time (Creswell *et al.*, 2007).
- Due to the fact that using the internet for research was a new field, ethical issues had not been adequately addressed by the research community or by oversight bodies like institutional review boards and ethics committees (Rhodes, Bowie, and Hergenrath, 2003).
- Maintain participant confidentiality in accordance with POPIA. In order to clarify how the Act should be applied to a specific industry or kind of information, POPIA allowed for the creation of codes of conduct. Unique identifiers of personal information had to have prior authorisation, and sharing sensitive personal information or the personal information of children with nations outside of South Africa without proper data protection regulations was also prohibited (Adams *et al.*, 2021).

### **3.19 Limitations of the research**

The following were the study's limitations:

- Only two selected TVET colleges from the Gert Sibande and Ehlanzeni Districts were used for the study because it would have taken too long to gather information from every TVET sector in the province of Mpumalanga. There were 50 publicly funded technical and vocational education and training (TVET) colleges in South Africa, according to the Department of Higher Education and Training (DHET). More than 265 campuses in rural and urban parts of the nation were officially recognised by the government as part of this college system (Mathevula, 2022).
- The unwillingness of certain respondents to participate, the absence and occasionally the leaving of online surveys unfinished (Brock-Utne & Holmarsdottir, 2004).

- The respondents were hasty because they were only available for interviews during lunch or tea breaks or after work, which may have caused their concentration and alertness to waver at times.
- Multiple submissions were certainly a possibility, which was very common in online data collection (Rhodes, Bowie Hergenrather, 2003).
- Cross-sectional surveys could be used in this survey to look into linked phenomena over a certain time period and be thought of as pilot surveys. Consequently, it was advised to look into the link between these variables at different points and in the other portions of the longitudinal study.
- The methodology had some inherent flaws because it relied on a quantitative approach, which limited respondents' options and prevented it from fully capturing their true feelings. As a result, the study's findings might have been impacted.

### **3.20 Conclusion**

In conclusion, the chapter on methodology was an essential part of any research project because it provided an overview of the processes, instruments, and strategies that would be applied during data collection and analysis. The research paradigm, methodology, research design, time horizon, delimitations, exclusion criteria, and data collection instruments had all been described in this chapter. The choice of the positivist paradigm and the quantitative research approach, along with the selection of the correlational research strategy and the particular delimitations, would all contribute to the successful completion of the objectives of the study, while also considering possible biases.

## **Chapter 4: Data analysis and discussion**

### **4.1 Introduction**

The study gathered data on employees' perceptions of various aspects of their quality of work life. The data was collected through a survey comprising 27 questions, with each question using a five-point Likert scale. Here, it should be noted that the highest level of strong agreement has been seen on the question regarding the recent feeling of unhappiness and depression in their current life (22.3% strongly disagree and 32.6% disagree). Similar results were recorded on other questions; around 26.9% strongly agreed and 37.7% agreed that they felt well at work, which on the initial analysis seems attributable to receiving adequate opportunities to engage at work. This last statement had 43.4% strong agreement and 34.9% agreement. Overall, the section has enabled major inferences regarding the respondents' perception of work life.

### **4.2 Frequency Analysis**

#### **Section A: Demographic Information**

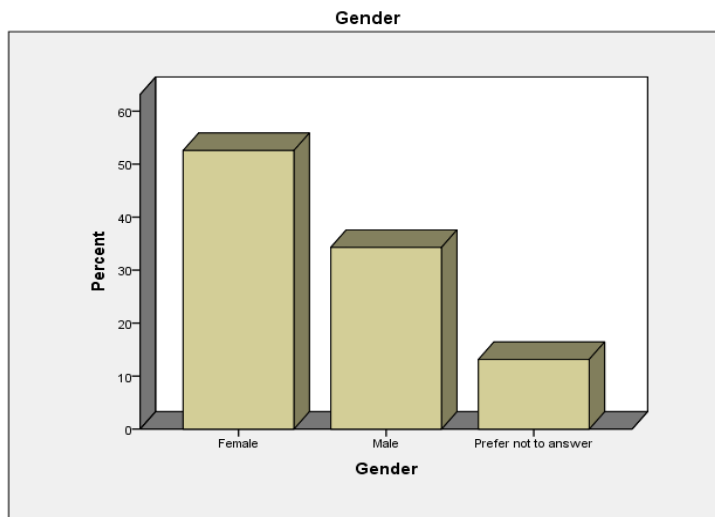
- **Gender**

From the below table, it is evident that the majority of respondents (52.6%) who completed the survey are female.

**Table 4. 1: Gender**

|       |                      | Frequency | Percent-<br>age | Valid<br>Percentage | Cumulative<br>Percentage |
|-------|----------------------|-----------|-----------------|---------------------|--------------------------|
| Valid | Female               | 92        | 52.6%           | 52.6%               | 52.6%                    |
|       | Male                 | 60        | 34.3%           | 34.3%               | 86.9%                    |
|       | Prefer not to answer | 23        | 13.1%           | 13.1%               | 100.0%                   |
|       | Total                | 175       | 100.0%          | 100.0%              |                          |

Bar Graph 1 depicts the above-mentioned information.



#### Figure 4. 1: Gender

- Age

From the below table, it is evident that the majority of respondents (34.3%) who completed the survey fall in the age group of 18–30 years.

**Table 4. 2: Age**

|       |                     | Frequency | Percentage | Valid Percentage | Cumulative Percentage |
|-------|---------------------|-----------|------------|------------------|-----------------------|
| Valid | 18–30 years         | 60        | 34.3%      | 34.3%            | 34.3%                 |
|       | 31–40 years         | 48        | 27.4%      | 27.4%            | 61.7%                 |
|       | 41–50 years         | 43        | 24.6%      | 24.6%            | 86.3%                 |
|       | Older than 50 years | 24        | 13.7%      | 13.7%            | 100.0%                |
|       | Total               | 175       | 100.0%     | 100.0%           |                       |

Bar Graph 2 depicts the above-mentioned information.

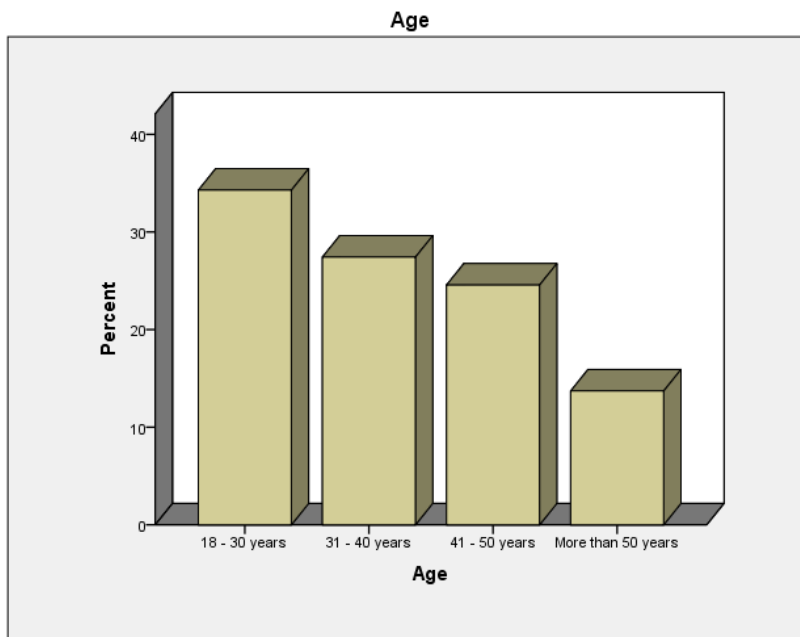


**Figure 4. 2: Age**

- **Years of work experience**

From the below table, it is evident that the majority of respondents (24%) who completed the survey have around 1–5 years of work experience.

**Table 4. 3: Years of work experience**

|       |             | Frequency | Percentage | Valid Percentage | Cumulative Percentage |
|-------|-------------|-----------|------------|------------------|-----------------------|
| Valid | 0–1 year    | 36        | 20.6%      | 20.6%            | 20.6%                 |
|       | 1–5 years   | 42        | 24.0%      | 24.0%            | 44.6%                 |
|       | 6–10 years  | 36        | 20.6%      | 20.6%            | 65.1%                 |
|       | 11–15 years | 27        | 15.4%      | 15.4%            | 80.6%                 |

|  |                    |     |        |        |        |
|--|--------------------|-----|--------|--------|--------|
|  | More than 15 years | 34  | 19.4%  | 19.4%  | 100.0% |
|  | Total              | 175 | 100.0% | 100.0% |        |

Bar Graph 3 depicts the above-mentioned information.



**Figure 4. 3: Years of Work Experience**

- **Highest academic qualification**

From the below table, it is evident that the majority of respondents (49.1%) who completed the survey have completed a bachelor's level of education.

**Table 4. 4: Higher academic qualification**

|       |                   | Frequency | Percentage | Valid Percentage | Cumulative Percentage |
|-------|-------------------|-----------|------------|------------------|-----------------------|
| Valid | Bachelor's degree | 86        | 49.1%      | 49.1%            | 49.1%                 |
|       | Master's degree   | 20        | 11.4%      | 11.4%            | 60.6%                 |
|       | Diploma           | 22        | 12.6%      | 12.6%            | 73.1%                 |
|       | Others            | 47        | 26.9%      | 26.9%            | 100.0%                |
|       | Total             | 175       | 100.0%     | 100.0%           |                       |

Bar Graph 4 depicts the above-mentioned information.

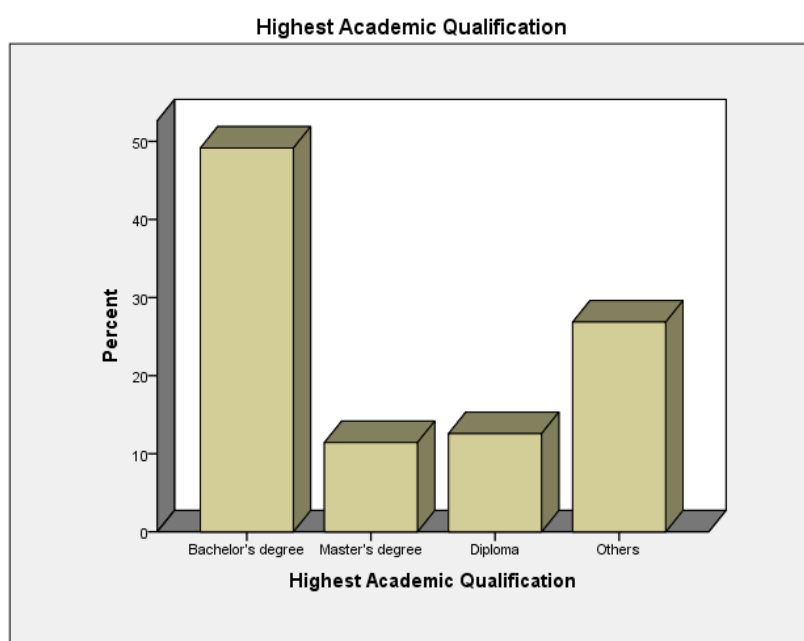


**Figure 4. 4: Higher academic Qualification**

## **Section B: Quality of work life**

The table below shows the level of agreement on the item '**quality of work life**'.

The majority of respondents (49.7%) agree with the statement 'my employer provides adequate facilities and flexibility for me to fit work around my family life'.

**Table 4. 5: Quality of work life**

|                                                                                      | Strongly disagree | disagree | Neither agree nor disagree | Agree   | Strongly Agree |
|--------------------------------------------------------------------------------------|-------------------|----------|----------------------------|---------|----------------|
|                                                                                      | Row N %           | Row N %  | Row N %                    | Row N % | Row N %        |
| I am satisfied with the overall quality of my work life.                             | 2.9%              | 24.6%    | 20.0%                      | 35.4%   | 17.1%          |
| I am involved in decisions that affect members of the public in my own area of work. | 14.3%             | 22.9%    | 31.4%                      | 18.9%   | 12.6%          |
| The work conditions are satisfactory.                                                | 5.7%              | 10.9%    | 22.3%                      | 48.0%   | 13.1%          |
| Recently, I have been feeling reasonably happy, all things considered.               | 4.6%              | 17.7%    | 34.3%                      | 38.9%   | 4.6%           |

|                                                                                |      |       |       |       |       |
|--------------------------------------------------------------------------------|------|-------|-------|-------|-------|
| I am satisfied with the training I receive in order to perform my current job. | 2.3% | 31.4% | 22.9% | 26.3% | 17.1% |
| I often feel excessive levels of stress at work.                               | 6.9% | 29.7% | 31.4% | 24.6% | 7.4%  |
| I am satisfied with the career opportunities available for me here.            | 7.4% | 20.0% | 28.0% | 37.1% | 7.4%  |
| Generally, things work out well for me.                                        | 3.4% | 20.0% | 22.3% | 44.0% | 10.3% |
| I work in a safe environment.                                                  | 9.7% | 19.4% | 20.6% | 33.1% | 17.1% |
| In most ways, my life is close to the ideal.                                   | 2.3% | 27.4% | 26.3% | 38.9% | 5.1%  |
| My line manager actively promotes flexible working hours /patterns.            | 8.0% | 24.6% | 20.6% | 33.1% | 13.7% |

|                                                                     |       |       |       |       |       |
|---------------------------------------------------------------------|-------|-------|-------|-------|-------|
| My employer provides me with what I need to do my job effectively.  | 5.7%  | 12.0% | 34.3% | 35.4% | 12.6% |
| I am involved in decisions that affect me in my own area of work.   | 1.7%  | 29.1% | 25.1% | 33.7% | 10.3% |
| I am encouraged to develop new skills.                              | 4.6%  | 19.4% | 17.1% | 36.0% | 22.9% |
| I am satisfied with my life.                                        | 7.4%  | 21.7% | 14.3% | 38.9% | 17.7% |
| Recently, I have been feeling unhappy and depressed.                | 22.3% | 32.6% | 25.7% | 12.6% | 6.9%  |
| When I have done a good job, it is acknowledged by my line manager. | 4.0%  | 12.6% | 32.0% | 33.1% | 18.3% |

Bar Graph 5 depicts the above-mentioned information.

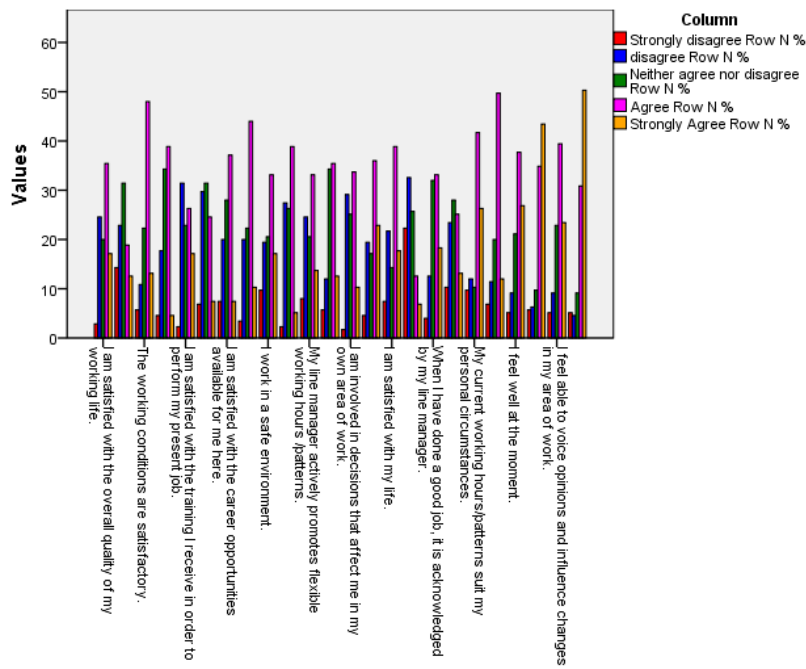


**Figure 4. 5: Quality of work life**

## **Section C: Intrinsic rewards**

### **A. Sense of meaningfulness**

The table below shows the level of agreement on the item ‘**sense of meaningfulness**’.

The majority of respondents (48.6%) agree with the statement ‘I have a clear and exciting vision of how I can enhance the quality of my work’.

**Table 4. 6: Sense of meaningfulness**

|                                                                                          | Strongly disagree | disagree | Neither agree nor disagree | Agree   | Strongly Agree |
|------------------------------------------------------------------------------------------|-------------------|----------|----------------------------|---------|----------------|
|                                                                                          | Row N %           | Row N %  | Row N %                    | Row N % | Row N %        |
| At times, I am responsible for the progress of an entire product or service.             | 2.9%              | 18.9%    | 16.0%                      | 41.7%   | 20.6%          |
| I am able to associate the link between the work I do and the institution's vision.      | 4.0%              | 12.0%    | 14.9%                      | 44.6%   | 24.6%          |
| I have a clear and exciting vision of how I can enhance the quality of my work.          | 5.1%              | 4.0%     | 12.6%                      | 48.6%   | 29.7%          |
| I am very passionate about the work I do.                                                | 5.1%              | 4.0%     | 10.3%                      | 33.1%   | 47.4%          |
| The institution has a resentful climate and cares about the well-being of its employees. | 5.1%              | 26.3%    | 30.9%                      | 30.3%   | 7.4%           |

Bar Graph 6 depicts the above-mentioned information.

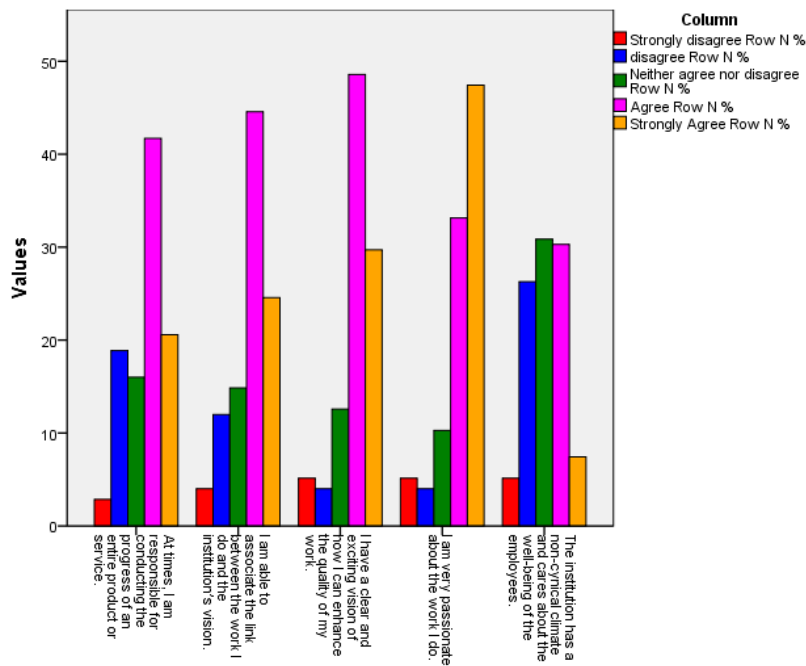


**Figure 4. 6: Sense of meaningfulness**

## **B. Sense of choice**

The table below shows the level of agreement on the item '**sense of choice**'.

The majority of respondents (46.3%) agree with the statement 'I have access to relevant facts and sources for carrying out my work efficiently'.

**Table 4. 7: Sense of choice**

|                                                                                     | Strongly disagree | disagree | Neither agree nor disagree | Agree   | Strongly Agree |
|-------------------------------------------------------------------------------------|-------------------|----------|----------------------------|---------|----------------|
|                                                                                     | Row N %           | Row N %  | Row N %                    | Row N % | Row N %        |
| I have access to relevant facts and sources for carrying out my work efficiently.   | 4.6%              | 8.6%     | 26.3%                      | 46.3%   | 14.3%          |
| The management has given substantial clarity on what each employee must accomplish. | 6.3%              | 10.3%    | 30.9%                      | 37.7%   | 14.9%          |
| The institution forgives honest mistakes and does not punish employees for them.    | 18.9%             | 11.4%    | 29.1%                      | 32.6%   | 8.0%           |
| I am trusted for managing my own work without any supervision.                      | 5.1%              | 10.9%    | 6.9%                       | 40.0%   | 37.1%          |
| I am given the authority to make relevant decisions.                                | 6.9%              | 22.3%    | 22.9%                      | 40.6%   | 7.4%           |

Bar Graph 7 depicts the above-mentioned information.

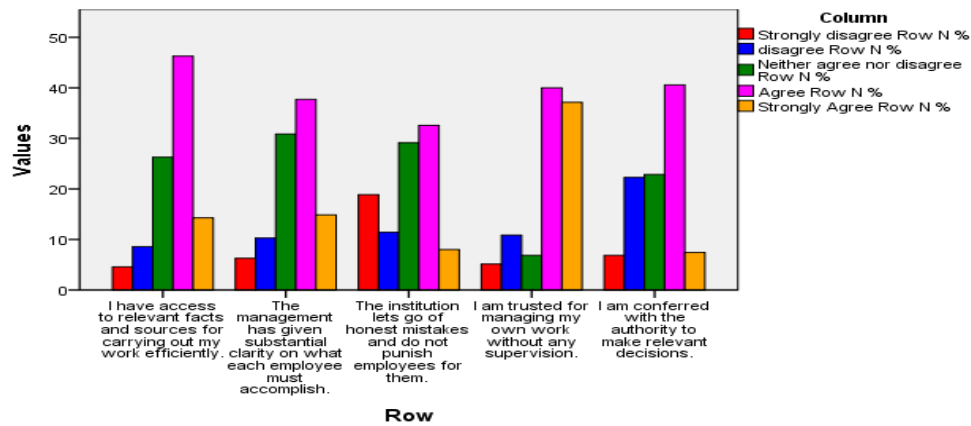


**Figure 4. 7: Sense of choice**

### **C. Sense of competence**

The table below shows the level of agreement on the item '**sense of competence**'.

The majority of respondents (49.7%) agree with the statement 'I am given challenging tasks that are in alignment with my abilities'.

**Table 4. 8: Sense of competence**

|                                                                                                | Row N % | Row N % | Row N % | Row N % | Row N % |
|------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| I am often forced to do tasks that I have no expertise in.                                     | 26.3%   | 32.0%   | 11.4%   | 15.4%   | 14.9%   |
| I am given challenging tasks that are in alignment with my abilities.                          | 4.0%    | 6.9%    | 13.7%   | 49.7%   | 25.7%   |
| I am recognised for my efforts when the institution succeeds in accomplishing a given project. | 5.7%    | 9.1%    | 31.4%   | 33.7%   | 20.0%   |
| I gain positive feedback and thereby understand what is working.                               | 8.6%    | 3.4%    | 21.7%   | 44.0%   | 22.3%   |
| I am able to gain knowledge through and experience while working in the institution.           | 4.6%    | 2.9%    | 11.4%   | 48.0%   | 33.1%   |

Bar Graph 8 depicts the above-mentioned information.

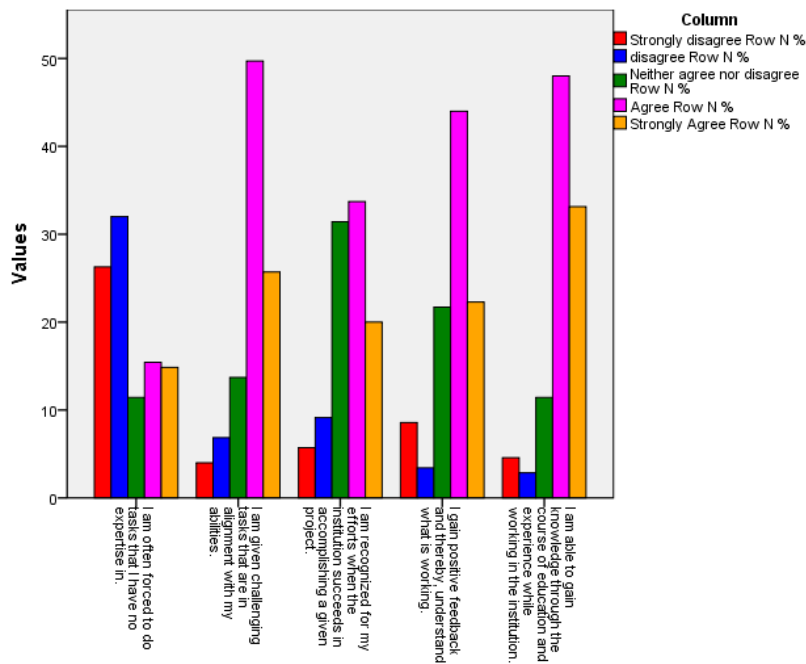


**Figure 4. 8: Sense of competence**

#### **D. Sense of progress**

The table below shows the level of agreement on the item ‘sense of progress’.

The majority of respondents (60.6%) agree with the statement ‘I have been able to achieve milestones to mark stages of accomplishment’.

**Table 4. 9: Sense of progress**

|  | Strongly disagree | disagree | Neither agree nor disagree | Agree   | Strongly Agree |
|--|-------------------|----------|----------------------------|---------|----------------|
|  | Row N %           | Row N %  | Row N %                    | Row N % | Row N %        |

|                                                                                                  |      |      |       |       |       |
|--------------------------------------------------------------------------------------------------|------|------|-------|-------|-------|
| My performance is strategically increasing with the passing of time.                             | 5.7% | 9.1% | 14.9% | 53.7% | 16.6% |
| The institution conducts celebrations to share the enjoyment of milestones.                      | 9.1% | 8.6% | 20.6% | 49.7% | 12.0% |
| I have been able to achieve milestones to mark stages of accomplishment.                         | 2.9% | 9.1% | 18.9% | 60.6% | 8.6%  |
| There exists a collaborative climate in my institution where co-workers help each other succeed. | 4.1% | 7.6% | 20.0% | 53.5% | 14.7% |

Bar Graph 9 depicts the above-mentioned information.

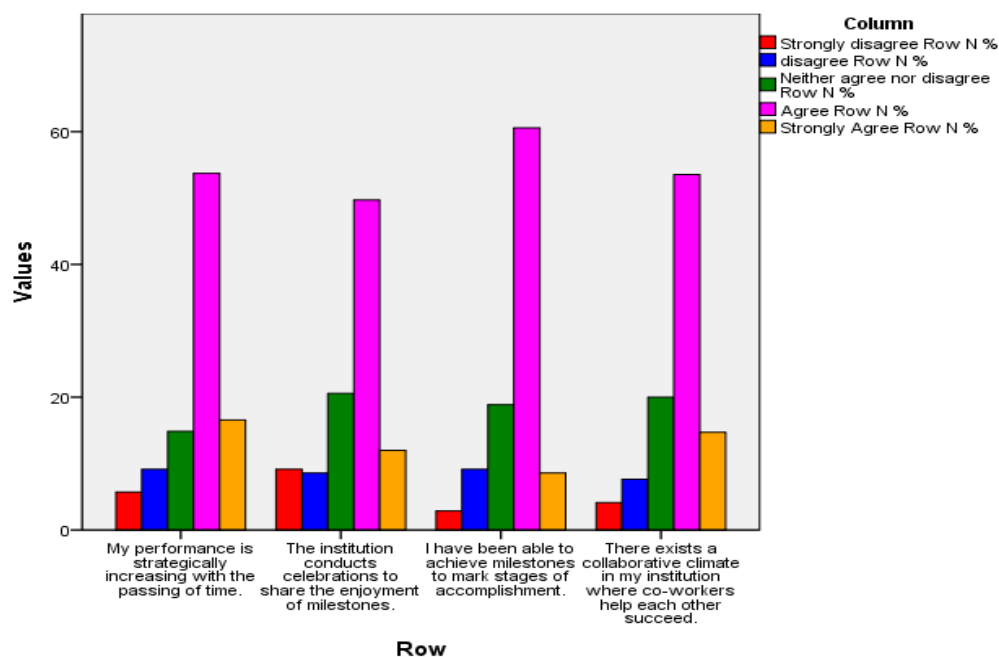


**Figure 4. 9: Sense of progress**

## **Section D: Organisational commitment**

### **A. Affective commitment**

The table below shows the level of agreement on the item '**affective commitment**'.

The majority of respondents (45.7%) agree with the statement 'this organisation has a great deal of personal meaning for me'.

**Table 4. 10: Affective commitment**

|  |                   |          |                            |         |                |
|--|-------------------|----------|----------------------------|---------|----------------|
|  | Strongly disagree | disagree | Neither agree nor disagree | Agree   | Strongly Agree |
|  | Row N %           | Row N %  | Row N %                    | Row N % | Row N %        |

|                                                                            |       |       |       |       |       |
|----------------------------------------------------------------------------|-------|-------|-------|-------|-------|
| I do not feel a strong sense of belonging to this organisation.            | 23.4% | 30.9% | 28.6% | 10.3% | 6.9%  |
| This organisation has a great deal of personal meaning for me.             | 7.4%  | 12.0% | 24.0% | 45.7% | 10.9% |
| I do not feel emotionally attached to this organisation.                   | 17.1% | 40.0% | 20.6% | 12.6% | 9.7%  |
| I do not feel like 'part of the family' at this organisation.              | 20.0% | 37.7% | 24.0% | 11.4% | 6.9%  |
| I really feel as if this organisation's problems are my own.               | 7.4%  | 32.6% | 20.0% | 36.0% | 4.0%  |
| I would be very happy to spend the rest of my career in this organisation. | 7.4%  | 31.4% | 28.6% | 20.6% | 12.0% |

Bar Graph 10 depicts the above-mentioned information.

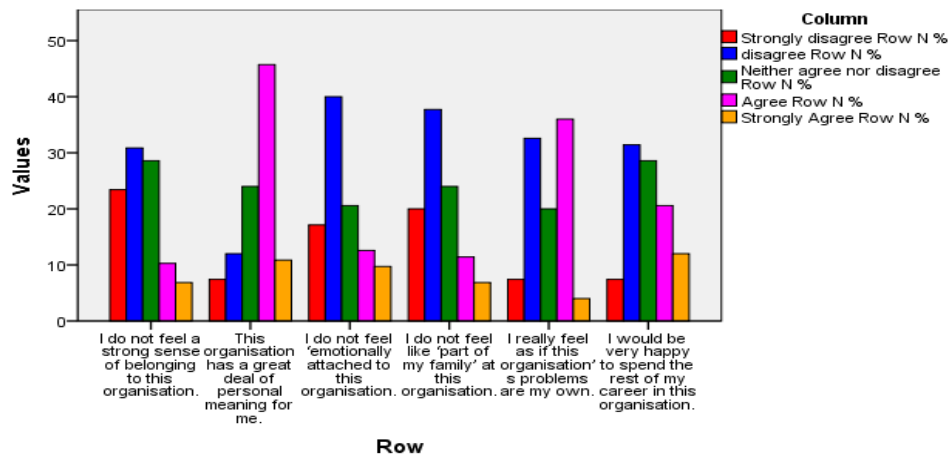


**Figure 4. 10: Affective commitment**

## **B. Continuance commitment**

The table below shows the level of agreement on the item '**continuance commitment**'.

The majority of respondents (54.3%) agree with the statement 'this organisation has a great deal of personal meaning for me'.

**Table 4. 11: Continuance commitment**

|                                                                                                                                        | Strongly disagree | disagree | Neither agree nor disagree | Agree   | Strongly Agree |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|----------------------------|---------|----------------|
|                                                                                                                                        | Row N %           | Row N %  | Row N %                    | Row N % | Row N %        |
| One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice.       | 9.7%              | 29.7%    | 29.1%                      | 18.3%   | 13.1%          |
| One of the few negative consequences of leaving my job at this organisation would be the scarcity of available alternatives elsewhere. | 11.4%             | 18.3%    | 22.9%                      | 36.0%   | 11.4%          |
| I believe I have too few options to consider leaving this organisation.                                                                | 14.3%             | 33.1%    | 24.0%                      | 23.4%   | 5.1%           |
| Right now, staying with my job at this organisation is a matter of necessity as much as desire.                                        | 6.9%              | 16.6%    | 17.1%                      | 54.3%   | 5.1%           |

Bar Graph 11 depicts the above-mentioned information.

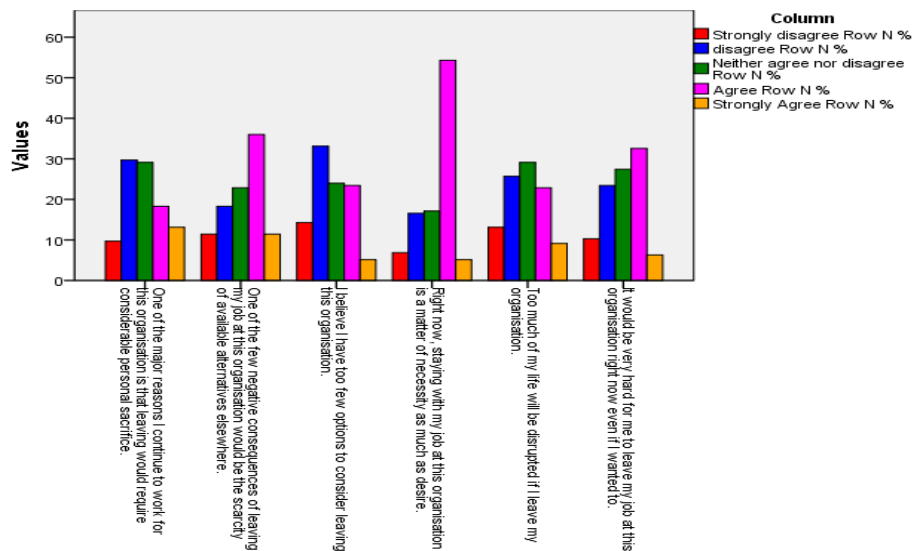


Figure 4. 11: Continuance commitment

### C. Normative commitment

The table below shows the level of agreement on the item '**normative commitment**'.

The majority of respondents (42.3%) agree with the statement 'this organisation deserves my loyalty'.

**Table 4. 12: Normative commitment**

|                                                                                      | Strongly disagree | disagree | Neither agree nor disagree | Agree   | Strongly Agree |
|--------------------------------------------------------------------------------------|-------------------|----------|----------------------------|---------|----------------|
|                                                                                      | Row N %           | Row N %  | Row N %                    | Row N % | Row N %        |
| I owe a great deal to this organisation.                                             | 14.3%             | 11.4%    | 35.4%                      | 32.0%   | 6.9%           |
| I would not leave my organisation right now because of my sense of obligation to it. | 10.3%             | 23.4%    | 31.4%                      | 29.7%   | 5.1%           |
| This organisation deserves my loyalty.                                               | 8.0%              | 6.9%     | 32.6%                      | 42.3%   | 10.3%          |
| I would feel guilty if I left this organisation now.                                 | 16.6%             | 37.1%    | 22.3%                      | 18.9%   | 5.1%           |
| Even if it were to my advantage, I do not feel it would be right to leave.           | 9.7%              | 38.3%    | 28.6%                      | 21.7%   | 1.7%           |
| I do not feel any obligation to remain with my organisation.                         | 13.1%             | 22.9%    | 29.7%                      | 29.1%   | 5.1%           |

Bar Graph 12 depicts the above-mentioned information.

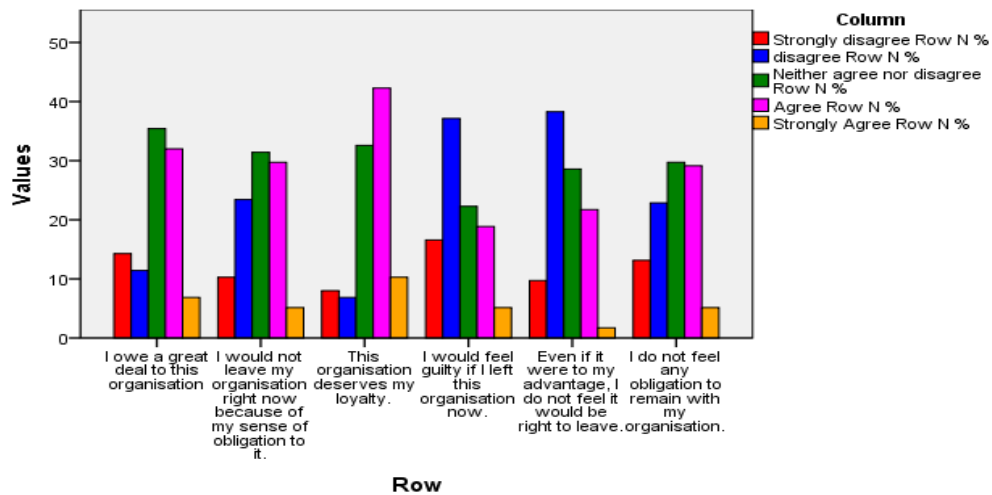


**Figure 4. 12: Normative commitment**

### 4.3 Reliability statistics

Cronbach's alpha is a reliability test conducted within SPSS in order to measure the internal consistency (the reliability) of the measuring instrument.

It is most commonly used when the questionnaire is developed using multiple Likert scale statements and therefore to determine if the scale is reliable or not.

The below table shows reliability statistics of sample data with a sample size of 175. Here, we can see that Cronbach's alpha is 0.946, which indicates good internal consistency for the current study's scale with this specific sample.

#### Reliability Statistics

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .946             | 77         |

## 4.3 Factor Analysis

### Section B: Quality of Work Life

#### KMO and Barlett test

The KMO values measure the sampling adequacy of the data, which holds an ideal value of close to 0.5 for satisfactory analysis.

From the below table, it can be seen that the KMO measure is above 0.5 (0.861), which shows a good adequacy level.

Barlett's test is another test that shows the strength of the relationship between the variables.

This tests the null hypothesis that the correlation matrix is an identity matrix.

Based on the table below, it is clear that the p-value (0.000) is smaller than the predetermined level of significance of -0.05. This means that the correlation matrix is not an identity matrix.

**Table 4. 13: KMO and Bartlett's test**

|                                                 |                    |          |
|-------------------------------------------------|--------------------|----------|
| Kaiser–Meyer–Olkin Measure of Sampling Adequacy |                    | .861     |
| Bartlett's Test of Sphericity                   | Approx. Chi-Square | 3427.043 |
|                                                 | df                 | 276      |
|                                                 | Sig.               | .000     |

#### Commonalities

The table of commonalities shows how much variance (i.e. the commonality value which should be more than 0.5 to be considered for further analysis) in the variables has been accounted for by the extracted factors.

**Table 4. 14: Commonalities**

|                                                                                                    | Initial | Extraction |
|----------------------------------------------------------------------------------------------------|---------|------------|
| I have a clear set of goals and aims to enable me to do my job.                                    | 1.000   | .761       |
| I feel able to voice opinions and influence changes in my area of work.                            | 1.000   | .818       |
| I have the opportunity to use my abilities at work.                                                | 1.000   | .866       |
| I feel well at the moment.                                                                         | 1.000   | .723       |
| My employer provides adequate facilities and flexibility for me to fit work around my family life. | 1.000   | .685       |
| My current working hours/patterns suit my personal circumstances.                                  | 1.000   | .687       |
| I often feel under pressure at work.                                                               | 1.000   | .791       |
| When I have done a good job, it is acknowledged by my line manager.                                | 1.000   | .603       |
| Recently, I have been feeling unhappy and depressed.                                               | 1.000   | .688       |
| I am satisfied with my life.                                                                       | 1.000   | .697       |
| I am encouraged to develop new skills.                                                             | 1.000   | .685       |

The table below shows the factors extracted from this item along with their eigen values greater than 1. Here it can be seen that there are five factors extracted with 71.608% variance.

**Table 4. 15: Total variance**

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings <sup>a</sup> |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|------------------------------------------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                                          |
| 1         | 11.046              | 46.023        | 46.023       | 11.046                              | 46.023        | 46.023       | 8.639                                          |
| 2         | 2.159               | 8.997         | 55.021       | 2.159                               | 8.997         | 55.021       | 1.908                                          |
| 3         | 1.615               | 6.729         | 61.750       | 1.615                               | 6.729         | 61.750       | 8.201                                          |
| 4         | 1.285               | 5.356         | 67.106       | 1.285                               | 5.356         | 67.106       | 1.708                                          |
| 5         | 1.080               | 4.502         | 71.608       | 1.080                               | 4.502         | 71.608       | 5.406                                          |
| 6         | .978                | 4.074         | 75.682       |                                     |               |              |                                                |
| 7         | .761                | 3.171         | 78.853       |                                     |               |              |                                                |
| 8         | .645                | 2.689         | 81.541       |                                     |               |              |                                                |
| 9         | .580                | 2.418         | 83.960       |                                     |               |              |                                                |
| 10        | .566                | 2.357         | 86.317       |                                     |               |              |                                                |
| 11        | .525                | 2.189         | 88.506       |                                     |               |              |                                                |
| 12        | .462                | 1.926         | 90.432       |                                     |               |              |                                                |
| 13        | .352                | 1.468         | 91.900       |                                     |               |              |                                                |

|    |      |       |         |  |  |  |  |
|----|------|-------|---------|--|--|--|--|
| 14 | .342 | 1.425 | 93.326  |  |  |  |  |
| 15 | .306 | 1.273 | 94.599  |  |  |  |  |
| 16 | .242 | 1.009 | 95.607  |  |  |  |  |
| 17 | .214 | .891  | 96.498  |  |  |  |  |
| 18 | .190 | .790  | 97.289  |  |  |  |  |
| 19 | .150 | .626  | 97.915  |  |  |  |  |
| 20 | .132 | .549  | 98.464  |  |  |  |  |
| 21 | .119 | .494  | 98.958  |  |  |  |  |
| 22 | .101 | .421  | 99.379  |  |  |  |  |
| 23 | .077 | .323  | 99.702  |  |  |  |  |
| 24 | .072 | .298  | 100.000 |  |  |  |  |

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

### **Section C: Intrinsic rewards**

#### **KMO and Barlett test**

The KMO values measure the sampling adequacy of the data, which holds an ideal value of close to 0.5 for satisfactory analysis.

From the below table, it is evident that the KMO measure is above 0.5 (.806), which shows a good adequacy level.

Barlett's test is another test that shows the strength of the relationship between the variables.

This tests the null hypothesis that the correlation matrix is an identity matrix.

From the below table, it is evident that the p-value (0.000) is less than the significance level of -0.05. This means that the correlation matrix is not an identity matrix.

**Table 4. 16: KMO and Bartlett's test**

|                                                  |                    |          |
|--------------------------------------------------|--------------------|----------|
| Kaiser–Meyer–Olkin Measure of Sampling Adequacy. |                    | .806     |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 2387.984 |
|                                                  | df                 | 171      |
|                                                  | Sig.               | .000     |

#### **Commonalities**

The table of commonalities show how much variance (i.e. the commonality value which should be more than 0.5 to be considered for further analysis) in the variables has been accounted for by the extracted factors.

**Table 4. 17: Commonalities**

|                                                                                          | Initial | Extraction |
|------------------------------------------------------------------------------------------|---------|------------|
| The institution has a uncynical climate and cares about the well-being of the employees. | 1.000   | .465       |
| I am very passionate about the work I do.                                                | 1.000   | .878       |
| I have a clear and exciting vision of how I can enhance the quality of my work.          | 1.000   | .902       |
| I am able to associate the link between the work I do and the institution's vision.      | 1.000   | .630       |
| At times, I am responsible for conducting the progress of an entire product or service.  | 1.000   | .717       |
| I am given the authority to make relevant decisions.                                     | 1.000   | .517       |
| I am trusted to manage my own work without any supervision.                              | 1.000   | .729       |
| The institution forgives honest mistakes and does not punish employees for them.         | 1.000   | .850       |
| The management has given substantial clarity on what each employee must accomplish.      | 1.000   | .691       |
| I have access to relevant facts and sources for carrying out my work efficiently.        | 1.000   | .711       |

|                                                                                                  |       |      |
|--------------------------------------------------------------------------------------------------|-------|------|
| I am able to gain knowledge through education and experience while working in the institution.   | 1.000 | .745 |
| I gain positive feedback and thereby understand what is working.                                 | 1.000 | .755 |
| I am recognised for my efforts when the institution succeeds in accomplishing a given project.   | 1.000 | .758 |
| I am given challenging tasks that are in alignment with my abilities.                            | 1.000 | .724 |
| I am often forced to do tasks that I have no expertise in.                                       | 1.000 | .805 |
| There exists a collaborative climate in my institution where co-workers help each other succeed. | 1.000 | .817 |
| I have been able to achieve milestones to mark stages of accomplishment.                         | 1.000 | .730 |
| The institution conducts celebrations to share the enjoyment of milestones.                      | 1.000 | .664 |
| My performance is strategically increasing with the passing of time.                             | 1.000 | .710 |

Extraction Method: Principal Component Analysis.

The table below shows the factors extracted from this item along with their eigen values greater than 1. Here we can see that there are five factors extracted with 72.610% variance.

**Table 4. 18: Total variance**

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings <sup>a</sup> |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|------------------------------------------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                                          |
| 1         | 8.325               | 43.818        | 43.818       | 8.325                               | 43.818        | 43.818       | 5.549                                          |
| 2         | 1.623               | 8.541         | 52.359       | 1.623                               | 8.541         | 52.359       | 1.670                                          |
| 3         | 1.456               | 7.663         | 60.021       | 1.456                               | 7.663         | 60.021       | 5.985                                          |
| 4         | 1.357               | 7.143         | 67.165       | 1.357                               | 7.143         | 67.165       | 5.512                                          |
| 5         | 1.035               | 5.445         | 72.610       | 1.035                               | 5.445         | 72.610       | 1.919                                          |
| 6         | .939                | 4.944         | 77.554       |                                     |               |              |                                                |
| 7         | .722                | 3.798         | 81.352       |                                     |               |              |                                                |
| 8         | .645                | 3.392         | 84.744       |                                     |               |              |                                                |
| 9         | .604                | 3.181         | 87.925       |                                     |               |              |                                                |
| 10        | .461                | 2.427         | 90.352       |                                     |               |              |                                                |
| 11        | .445                | 2.342         | 92.694       |                                     |               |              |                                                |
| 12        | .318                | 1.675         | 94.369       |                                     |               |              |                                                |
| 13        | .232                | 1.219         | 95.588       |                                     |               |              |                                                |
| 14        | .223                | 1.174         | 96.762       |                                     |               |              |                                                |
| 15        | .196                | 1.031         | 97.793       |                                     |               |              |                                                |
| 16        | .152                | .800          | 98.592       |                                     |               |              |                                                |

## **Section D: Organisational commitment**

### **KMO and Barlett's test**

The KMO values measure the sampling adequacy of the data, which holds an ideal value of close to 0.5 for satisfactory analysis.

From the below table, it is evident that the KMO measure is above 0.5 (.804), which shows a good adequacy level.

Barlett's test is another test that shows the strength of the relationship between the variables.

This tests the null hypothesis that the correlation matrix is an identity matrix.

From the below table, it is evident that the p-value (0.000) is less than the significance level of -0.05. This means that the correlation matrix is not an identity matrix.

**Table 4. 19: KMO and Bartlett's Test**

|                                                 |                    |          |
|-------------------------------------------------|--------------------|----------|
| Kaiser–Meyer–Olkin Measure of Sampling Adequacy |                    | .804     |
| Bartlett's Test of Sphericity                   | Approx. Chi-Square | 1763.724 |
|                                                 | df                 | 153      |
|                                                 | Sig.               | .000     |

### **Commonalities**

The table of commonalities show how much variance (i.e. the commonality value which should be more than 0.5 to be considered for further analysis) in the variables has been accounted by the extracted factors.

**Table 4. 20: Commonalities**

|                                                                            | Initial | Extraction |
|----------------------------------------------------------------------------|---------|------------|
| I would be very happy to spend the rest of my career in this organisation. | 1.000   | .506       |
| I really feel as if this organisation's problems are my own.               | 1.000   | .770       |
| I do not feel like 'part of the family' at this organisation.              | 1.000   | .714       |

|                                                                                                  |       |      |
|--------------------------------------------------------------------------------------------------|-------|------|
| I do not feel emotionally attached to this organisation.                                         | 1.000 | .809 |
| This organisation has a great deal of personal meaning for me.                                   | 1.000 | .730 |
| I do not feel a strong sense of belonging to this organisation.                                  | 1.000 | .757 |
| It would be very hard for me to leave my job at this organisation right now even if I wanted to. | 1.000 | .765 |
| Too much of my life will be disrupted if I leave my organisation.                                | 1.000 | .746 |
| Right now, staying with my job at this organisation is a matter of necessity as much as desire.  | 1.000 | .542 |
| I believe I have too few options to consider leaving this organisation.                          | 1.000 | .754 |

|                                                                                                                                        |       |      |
|----------------------------------------------------------------------------------------------------------------------------------------|-------|------|
| One of the few negative consequences of leaving my job at this organisation would be the scarcity of available alternatives elsewhere. | 1.000 | .671 |
| One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice.       | 1.000 | .737 |
| I do not feel any obligation to remain with my organisation.                                                                           | 1.000 | .681 |
| Even if it were to my advantage, I do not feel it would be right to leave.                                                             | 1.000 | .604 |
| I would feel guilty if I left this organisation now.                                                                                   | 1.000 | .703 |
| This organisation deserves my loyalty.                                                                                                 | 1.000 | .625 |
| I would not leave my organisation right now because of my sense of obligation to it.                                                   | 1.000 | .821 |
| I owe a great deal to this organisation                                                                                                | 1.000 | .728 |
| Extraction Method: Principal Component Analysis                                                                                        |       |      |

The table below shows the factors extracted from this item along with their eigen values greater than 1. Here we can see that there are five factors extracted with 70.341% variance.

**Table 4. 21: Total variance explained**

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings <sup>a</sup> |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|------------------------------------------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                                          |
| 1         | 6.505               | 36.137        | 36.137       | 6.505                               | 36.137        | 36.137       | 4.653                                          |
| 2         | 2.544               | 14.133        | 50.270       | 2.544                               | 14.133        | 50.270       | 2.582                                          |
| 3         | 1.332               | 7.398         | 57.668       | 1.332                               | 7.398         | 57.668       | 2.856                                          |
| 4         | 1.220               | 6.777         | 64.445       | 1.220                               | 6.777         | 64.445       | 2.373                                          |
| 5         | 1.061               | 5.896         | 70.341       | 1.061                               | 5.896         | 70.341       | 4.144                                          |
| 6         | .915                | 5.081         | 75.422       |                                     |               |              |                                                |
| 7         | .759                | 4.214         | 79.636       |                                     |               |              |                                                |
| 8         | .665                | 3.693         | 83.329       |                                     |               |              |                                                |
| 9         | .585                | 3.251         | 86.580       |                                     |               |              |                                                |
| 10        | .478                | 2.655         | 89.235       |                                     |               |              |                                                |
| 11        | .402                | 2.231         | 91.466       |                                     |               |              |                                                |
| 12        | .351                | 1.952         | 93.418       |                                     |               |              |                                                |
| 13        | .272                | 1.511         | 94.929       |                                     |               |              |                                                |
| 14        | .230                | 1.278         | 96.207       |                                     |               |              |                                                |

|                                                                                                         |      |       |         |  |  |  |  |
|---------------------------------------------------------------------------------------------------------|------|-------|---------|--|--|--|--|
| 15                                                                                                      | .210 | 1.168 | 97.375  |  |  |  |  |
| 16                                                                                                      | .182 | 1.012 | 98.387  |  |  |  |  |
| 17                                                                                                      | .151 | .840  | 99.227  |  |  |  |  |
| 18                                                                                                      | .139 | .773  | 100.000 |  |  |  |  |
| Extraction Method: Principal Component Analysis                                                         |      |       |         |  |  |  |  |
| a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance. |      |       |         |  |  |  |  |

## Hypothesis testing

### Hypothesis 1

**H<sub>01</sub>: Quality of work life does not have a significant positive impact on organisational commitment.**

**H<sub>11</sub>: Quality of work life has a significant positive impact on organisational commitment.**

Correlation analysis was used to prove this hypothesis.

It can be seen from the below table that quality of work life has a significant positive correlation with organisational commitment ( $r = 0.369$ ,  $p = < 0.05$ ).

Therefore, the alternative hypothesis that quality of work life has a significant positive impact on organisational commitment is accepted.

**Table 4. 22: Correlations**

|                                                              |                     | Quality of work life | Organisational commitment |
|--------------------------------------------------------------|---------------------|----------------------|---------------------------|
| Quality of work life                                         | Pearson Correlation | 1                    | .369**                    |
|                                                              | Sig. (2-tailed)     |                      | .000                      |
|                                                              | N                   | 175                  | 175                       |
| Organisational commitment                                    | Pearson Correlation | .369**               | 1                         |
|                                                              | Sig. (2-tailed)     | .000                 |                           |
|                                                              | N                   | 175                  | 175                       |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |                      |                           |

**Hypothesis 2**

**H<sub>02</sub>: Intrinsic motivation does not have a positive impact on organisational commitment.**

**H<sub>12</sub>: Intrinsic motivation has a positive impact on organisational commitment.**

Correlation analysis was used to prove this hypothesis.

It can be seen from the below table that the intrinsic motivation has a significant positive correlation with organisational commitment ( $r = 0.594$ ,  $p = < 0.05$ ).

Therefore, the alternative hypothesis that intrinsic motivation has a positive impact on organisational commitment is accepted.

**Table 4. 23: Correlations**

|                                                              |                     | Intrinsic rewards | Organisational commitment |
|--------------------------------------------------------------|---------------------|-------------------|---------------------------|
| Intrinsic rewards                                            | Pearson Correlation | 1                 | .594**                    |
|                                                              | Sig. (2-tailed)     |                   | .000                      |
|                                                              | N                   | 175               | 175                       |
| Organisational commitment                                    | Pearson Correlation | .594**            | 1                         |
|                                                              | Sig. (2-tailed)     | .000              |                           |
|                                                              | N                   | 175               | 175                       |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |                   |                           |

**Hypothesis 3**

**H<sub>03</sub>: Quality of work life and intrinsic motivation do not have a strong positive correlation with one another.**

**H<sub>13</sub>: The quality of work life and intrinsic motivation have a strong positive correlation with one another.**

Correlation analysis was used to prove this hypothesis.

It can be seen from the below table that the quality of work life has a significant positive correlation with intrinsic motivation ( $r = 0.786$ ,  $p < 0.05$ ).

Therefore, the alternative hypothesis that the quality of work life and intrinsic motivation have a strong positive correlation with one another is accepted.

**Table 4. 24: Correlations**

|                      |                     | Quality of work life | Intrinsic rewards |
|----------------------|---------------------|----------------------|-------------------|
| Quality of work life | Pearson Correlation | 1                    | .786**            |
|                      | Sig. (2-tailed)     |                      | .000(<0.001)      |
|                      | N                   | 175                  | 175               |
| Intrinsic rewards    | Pearson Correlation | .786**               | 1                 |
|                      | Sig. (2-tailed)     | .000(<0.001)         |                   |
|                      | N                   | 175                  | 175               |

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

#### **Hypothesis 4**

**H<sub>04</sub>: Intrinsic motivation does not moderate the association between quality of work life and organisational commitment.**

**H<sub>14</sub>: Intrinsic motivation moderates the association between the quality of work life and organisational commitment.**

Linear regression analysis was used to prove this hypothesis.

From the model summary table in the “R” column, the degree of correlation between the variables is given. Here, the degree of correlation between the variables is 48.4%.

**Table 4. 25: Model summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .484 <sup>a</sup> | .235     | .226              | .61005                     |

a. Predictors: (Constant), INT, Organisational commitment

The next table **ANOVA** shows the significance levels of the regression run.

It can be seen from the below table that there are significant results as the  $p < 0.05$ .

**Table 4. 26: ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | Df  | Mean Square | F      | Sig.                |
|-------|------------|----------------|-----|-------------|--------|---------------------|
| 1     | Regression | 19.622         | 2   | 9.811       | 26.362 | .000 <sup>b</sup> ) |
|       | Residual   | 64.012         | 172 | .372        |        |                     |
|       | Total      | 83.633         | 174 |             |        |                     |

a. Dependent Variable: Quality of work life

b. Predictors: (Constant), INT, Organisational commitment

From the below table, the moderation effects can be seen. As the interaction term (INT) has a p-value  $< 0.05$  (.000), it can be stated, by accepting the alternative hypothesis, that intrinsic motivation moderates the association between quality of work life and organisational commitment.

**Table 4. 27: Coefficients<sup>a</sup>**

| Model                     | Unstandardised Coefficients |            | Standardised Coefficients | t      | Sig.  |
|---------------------------|-----------------------------|------------|---------------------------|--------|-------|
|                           | B                           | Std. Error | Beta                      |        |       |
| 1                         |                             |            |                           |        |       |
| (Constant)                | 2.467                       | .317       |                           | 7.781  | .000) |
| Organisational commitment | .329                        | .105       | .228                      | 3.123  | .002  |
| INT                       | -.109                       | .023       | -.344                     | -4.699 | .000  |

a. Dependent Variable: Quality of work life

## **4.4 Results**

### **4.4.1. Demographic Details**

#### **4.4.2 Statistical analysis**

Different sets of demographical data were collected from the participants in order to better analyse the perception of different stakeholders. Out of the total of 175 respondents, the majority of the respondents (92) were female, which accounted for 52.6% of the total population; whereas, male respondents (60) accounted for 34.3% of the total population. However, 13.1% (23) preferred not to state their gender. Respondents were also asked regarding their age group; 34.3% (64) were in the age group of 18–30 years, followed by 27.4% (48) who were in the age group of 31–40 years. The final representation was recorded in the age group of 50 and above, which were 13.7% (24) of the total population. The participants were also asked about their work experience, and 24% (42) of the respondents had work experience ranging from 1–5 years. A further 36 participants were in both the 0–1 and 6–10 years range. The participants were also asked about their highest academic qualification; 49.1% (86) of the total population received a bachelor's level of education, 11.4% (20) completed a master's degree, and 11.4% (22) completed a diploma.

- **Reliability statistics**

Cronbach alpha test, as suggested by Amiruddin et al. (2021), has been adopted in this study in order to test the reliability of the results. Cronbach alpha is used to measure the internal relevancy of the variables with each other, which is then used to ensure the association of variables with the objectives of the study; thereby, it is made a primary and important measure for analysis in the study. In this study, the Cronbach alpha test was conducted

utilising 77 questions, which were prepared in the quantitative questionnaire instrument which had a total of 385 responses (77 questions  $\times$  5 responses, as each question is a five-point Likert scale question). The questions were asked to a total of 175 participants, in which the total score was 0.946, which indicates a higher level of good internal consistency.

- **Factor Analysis**

Two distinct statistical tests, the KMO and Barlett test, as suggested by Wang et al. (2020), and commonalities, as suggested by Schreiber (2021), have been adopted in the study. In the four sections considered below, the KMO and Barlett test displayed measures of 0.861, 0.806, 0.804, and 0.876, which indicate a higher level of adequacy, as the average measure for the test was considered to be 0.5. The adoption of such a test suggested the sample size which has been selected to analyse whether the data is adequate for each section or not. Since the sample size remains the same for each section, the test establishes the reliability of the entire sample taken into consideration for the study. The correlation matrix is also not an identity matrix in each of the four sections which have been taken into consideration as in each case, the p-value is lesser than 0.05, hence ensuring such data can be adequately used for the study.

#### **4.4.3 Section B: Quality of work life**

Twenty-seven questions were asked to respondents regarding different aspects of quality of work life, as perceived by them, in which each question was a Five-Scale Likert question. Here, it should be noted that the highest level of strong agreement has been seen on the question regarding the recent feeling of unhappiness and depression in their current life (22.3% strongly disagree and 32.6% disagree). Similar results were recorded on other

questions; around 26.9% strongly agreed and 37.7% agreed that they felt well at work, which on the initial analysis seems attributable to receiving adequate opportunities to engage at work. This last statement had 43.4% strong agreement and 34.9% agreement. Overall, the section has enabled major inferences regarding the respondents' perception of work life.

#### **4.4.4 Section C: Intrinsic rewards**

This section was covered in the study by the adoption of four distinct sub-questionnaires which analysed the sense of meaningfulness, sense of choice, sense of competence, and sense of progress. Five questions were asked for each of the first three attributes, and four questions for the fourth attribute. It should be noted that around half of the participants (48.6%) agreed that they know how to enhance the quality of their work, with a similar percentage (46.3%) reporting that they have access to relevant information as well as resources which will allow them to carry out their work in a more efficient manner. A higher percentage of agreement (49.7%) was seen in response to the statement that they receive challenging but achievable tasks that are in alignment with their abilities. The achievement aspects were evidenced by an agreement of 60.6% regarding being able to achieve milestones.

#### **4.4.5 Section D: Organisational commitment**

The different sub-questionnaires were used to analyse information regarding different aspects of organisational commitment, namely continuance commitment, normative commitment, and affective commitment. The latter was assessed using seven distinct questions, while the other two aspects were analysed using six questions each. Around 45.7% of the total respondents affirmed that the organisation for which they work holds a personal meaning for them; this suggests a social reason for the continuance of work. This was also confirmed by the fact that over 54.3% of respondents agreed that they remained in their current job both out

of necessity as well as desire. Around 42.3% of the respondents agreed with the statement that the organisation deserves their loyalty with only 6.9% disagreeing. Hence, this section allows for analysis of the different levels of commitment under organisational commitment, which has been further used in the current study.

## 4.5 Hypothesis testing

### 4.5.1 Hypothesis 1

The first hypothesis tested the impact of quality of work life on organisational commitment through the adoption of correlation analysis tests, in which the analysis suggested  $r = 0.369$ , and the p-value was 0.000 that is lesser than 0.05, which suggests a significant and positive impact of quality of work life on organisational commitment. Even though Sumarsi and Rizal (2022) noticed this, they also accounted for employee competency in their analysis. This study, however, only takes into consideration the quality of work life, and in this regard both studies have showcased similar results. Geisler *et al.*'s (2019) investigation, which also took the psychological safety environment into account, obtained very similar data. Work-life balance was not treated as a separate independent variable in either of the two previous investigations. This research, on the other hand, focused only on employees' quality of work life and found that it had a positive, statistically significant effect on their dedication to their organisations. Similar results were found in the study conducted on female employees by Leitao *et al.* (2019); its findings agree that quality of work life has a positive and significant impact on organisational commitment, but this study has expanded the base by including male respondents as well. Vickovic and Morrow's (2020) research yielded similar findings; they concluded that the quality of work life has a positive and significant impact on organisational commitment and that stress induced by work-life balance irregularities has a negative impact on organisational commitment. The results of the current study are in

contrast to the results published by Nauman *et al.* (2021). However, on closer examination, it can be noted that the prior study identified the inverse relationship between negative traits of leadership behaviour and work life quality, which has not been taken into consideration in the current study. Notwithstanding different variables and the direction of the relationship, it can be inferred that the level of significance remains similar in prior studies and the current study. Thus, it can be concluded that quality of work life is a factor which significantly affects different levels of organisational commitment. Through an intensive analysis, organisational commitment can be divided into three aspects, namely normative-, continuance-, and affective commitment. Each has shown a significant and positive relationship to quality of work life and these findings also agree with those of the studies conducted by Dhamija *et al.* (2019) and Yukongdi and Shrestha (2020). Thus, prior studies have also supported the finding that quality of work life has a significant impact on all aspects of organisational commitment. This is established in the current study through general statistics as well, as organisational commitment has been divided into three parts for the purposes of this study. This entailed the study of both its broader and narrower aspects, in which a significant and positive relationship is affirmed.

#### **4.5.2 Hypothesis 2**

The same variable-impact relationship has been tested for intrinsic motivation and organisational commitment. A correlation test was conducted which lead to an r-value of 0.594 and a p-value of 0.000, which is lesser than the r-value of 0.05, indicating a significant, positive relationship between intrinsic motivation and organisational commitment. As noted in the previous hypothesis analysis, the current study focused on all three aspects of organisational commitment, which is similar to the study conducted by Gheitani *et al.* (2019),

who suggested similar aspects in relation to the effective as well as the normative commitment of employees within the organisation. Continuance commitment was also considered and had delivered results in the study conducted by Bhatti *et al.* (2019). Here, it should be noted that the prior studies took either one aspect of commitment as a singular variable or two aspects into consideration, but not all three were taken into consideration simultaneously. The current study combines the three aspects of organisational commitment and the findings have suggested a positive and significant impact of intrinsic motivation on organisational commitment. The current study has both similarities and dissimilarities with the study by Nguyen *et al.* (2020). The two studies are similar in that both showcase the positive and significant impact of intrinsic motivation on organisational commitment. The dissimilarity is apparent when different dimensions of organisational commitment are considered, seeing as the current study does not differentiate between direct and indirect impact, and the prior study suggested that affective commitment has an indirect impact. It should be noted that such differences are due to the different statistical tests that were adopted, and that the current study is more focused on direction and significance and not the level through which impact is recorded.

The study conducted by Al-Jabbari and Ghazzawi (2019) took into consideration the different aspects of organisational commitment and suggested, as a sub-part, that intrinsic motivation has a significant impact on organisational commitment, a factor which has been analysed through statistical tools in the current study. Here, the contrast lies in the fact that prior studies have considered several impacts and presented theoretical evidence suggesting that intrinsic motivation has a significant impact, but this has been verified in the current study using statistical tools. This relationship has been taken into consideration (in different social aspects) in the study conducted by Nasution and Rafiki (2020), who suggested intrinsic

motivation has a significant impact on organisational commitment among different employees. It should be noted that the relationship was considered positive only in the social context of Islamic work ethic, while the current study is delimited by the geographical border of the Mpumalanga province. Both studies, however, when considered together, can be used to establish the relevance of the theory in a wider general context. Both broader and narrower aspects of the theory have been established in the study conducted by Rasdi and Tangraja (2022), thereby establishing the reliability of the methods adopted in the study.

#### **4.5.3 Hypothesis 3**

The third hypothesis was developed to test the level of correlation between the quality of work life and intrinsic motivation, which was tested with respect to organisational commitment and which was analysed using the prior hypothesis. The correlation test conducted for this hypothesis has shown an r-value of 0.786 and a p-value of 0.000, which suggests a strong positive correlation between both variables. This relationship is in a narrow aspect, i.e. through the inclusion of more variables such as emotional intelligence and strategies used to cope with work stress. The inflation of such variables has made it harder to analyse the measure of correlation; however, the positive aspect of correlation has already been established in both studies. A similar relationship to the one suggested in the current study has also been indirectly defined in a study conducted by Rani and Desiana (2019), who suggested both variables have a positive impact on organisational commitment, and notably on the affective commitment of the employees. Therefore, it can be inferred from the above relationship that both variables are also correlated with each other. But both studies yielded contrasting findings regarding the strength of the relationship, with the current study suggesting a strong relationship, while the prior study has only suggested a moderate

relationship. Another factor which must be considered is that the two studies have taken different organisations and demographical attributes into consideration. It should be noted that a limited number of studies have taken into consideration the correlation between the quality of work life and intrinsic motivation without including other variables in the study, which makes the current study unique and knowledge enriching. However, a positive correlational relationship, like that demonstrated in the current study, has also been covered in the study on government employees in Nigeria, which was conducted by Ogbuabor and Okoronkwo (2019). The directional impact has been considered in a study conducted by Kim and Lee (2022) who suggested the impact of intrinsic motivation on the quality of work life is moderately correlated, but that the level of correlation increases to significantly correlated when the impact of quality of work life on intrinsic motivation is considered. This aspect has not been taken into consideration in the study; therefore, only a positive aspect of correlation has been demonstrated, and the current study does not focus on the directional approach which has been taken in prior studies. Directional aspects were excluded with the aim of ensuring that the complexities are reduced in establishing direction and that more focus could be given to the nature of correlation. The correlation between the two variables has also been suggested in the study conducted by Koyuncu and Demirhan (2021). Therefore, it can be inferred that most studies have not measured the strength of correlation, which can be impacted by different social and demographical factors along with organisational factors, such as different aspects of leadership style, employee behaviour, and the relationship between management and employees. This does not negate the fact that the current correlation between the quality of work life and intrinsic motivation is strongly positive for employees at selected TVET colleges in the Mpumalanga province.

#### 4.5.4 Hypothesis 4:

The fourth hypothesis aimed to investigate the role of intrinsic motivation in moderating the relationship between quality of work life and organizational commitment, and this was accomplished using an ANOVA table. A linear regression test was conducted to test the hypothesis, in which the degree of correlation between the variables was found to be 48.4%. The p-value was 0.000, which is lesser than 0.05; this suggests that a moderate relationship exists between different variables. This study is in direct contrast with the study conducted by Xu *et al.* (2022) who suggested both quality of work life as well as intrinsic motivation are mediating variables that impact the level of commitment and the turnover intention of employees. It should be noted that both studies have shown a similar level of correlation; however, due to technical aspects, both studies have defined the same variables in different ways. Intrinsic motivation, as a moderating variable affecting the relationship between employee perception and organisational commitment, has been established in the study conducted by Oh *et al.* (2021); thus, one aspect of the relationship established in the current study agrees with the prior studies. Through alignment with prior studies, as discussed above, it can be stated that intrinsic motivation can be considered as a moderating variable. Research conducted by Netto (2019) has established theoretical aspects of the relationship by suggesting the relationship among different variables can be formed as they operate together in a corporate ecosystem where employees are considered as social beings and are influenced by both social as well as financial variables. The statistical significance of such a relationship has been established in the current study. Both a moderating and a mediating relationship have been established for such variables, along with job satisfaction in the study conducted by Rai and Verma (2022), and the moderating aspect and the behaviour of both dependent as well as independent variables have also been seen in the current study. It should be emphasised that the current study does not establish a uni-directional approach but a dual-directional approach, in which both quality of work life as well as organisational commitment

impact each other. This has been done to test the significance of moderation in both situations, which are established in the current study and have not been taken into consideration in prior studies by the adoption of a singular directional model. The current study, however, stands in contrast with the study conducted by Mariwa et al. (2021) who considered the quality of work life to be a mediating variable due to the complex nature of its relationship to several aspects, which makes the analysis of its impact on other variables difficult. Such a concept has been negated in the current study by considering the quality of work life as a singular variable which can impact other aspects as well.

#### **4.6 Conclusion**

The data analysis and the results it has established have established four major inferences, namely quality of work life has a significant and positive impact on organisational commitment; intrinsic motivation has a positive impact on the level of organisational commitment among the employees; quality of work life and intrinsic motivation has a strong and positive correlation between them; and intrinsic motivation moderates the relationship between the quality of work life and organisational commitment. At this point, it should be emphasised that organisational commitment has been considered as a total of the following three aspects: affective commitment, continuance commitment, and normative commitment. Nevertheless, intrinsic motivation has been considered by way of intrinsic rewards, which can then be divided into a sense of meaningfulness, a sense of choice, a sense of competence, and a sense of progress among the employees at a different level in the organisation. The study has been conducted through the application of different statistical tools and using correlation as well as regression tests to establish the validity of the hypotheses with respect to employees at selected TVET colleges in the Mpumalanga province. Therefore, this chapter shows results in accordance with the objective.

## **Chapter 5: Conclusion and Recommendation**

### **5.1 Introduction**

This study's primary objective is to determine whether intrinsic rewards moderate the relationship between quality of work life and organisational commitment at designated TVET colleges in the province of Mpumalanga. To achieve this goal, the questionnaire was devised to concentrate on three variables: quality of work life, intrinsic rewards, and organisational commitment. The study's sample size of 175 is more than adequate for factor analysis, as confirmed by the KMO and Bartlett tests. The majority of participants were female, and the majority of participants were between the ages of 18 and 30. The majority of participants had between one and five years of work experience, and 49.1% of respondents held a bachelor's degree. The participants comprehended the questionnaire adequately. Regarding the nature of their employment lives, the majority of respondents felt satisfied. Additionally, the majority of respondents concurred that they were sufficiently engaged at work. A similar proportion of respondents and employees concurred that they had access to information on how to complete their work more efficiently. A sizeable proportion of respondents found meaning in their respective organisations and believed that their organisations merited their loyalty. About half of respondents believed that their supervisor values their input. According to the analysis of respondent data, intrinsic motivation and quality of work life have a substantial positive effect on organisational commitment. In addition, intrinsic motivation moderates the relationship between work-life quality and organisational commitment. This chapter concludes the findings and provides recommendations.

## 5.2 Summary of Findings

### 5.2.1 Significance of quality of work life

The quality of work life is the focus of organisations, as it enhances the productivity and commitment of the employees (Ojedokun et al., 2015). It's a must-have for attracting and keeping good workers (Lee *et al.*, 2015). Respondents place a premium on having a fulfilling work life. Roughly two-thirds of those polled reported being satisfied with their jobs. Around 78% of the respondents confirmed that they are getting adequate opportunity to engage at work, which might be a reason as to why they are feeling well at work. This finding is in line with the finding of Dajani and Zaki (2015) that confirmed the important effect of employee engagement on the job performance of the employees. The highest level of agreement was shown by respondents on questions regarding the recent feeling of unhappiness and depression. This could be due to bad work-life balance, as described by Bragard *et al.* (2015), who stated that burnout and poor quality of work-life balance are major risk factors for stress. This stress leads to burnout, which leads to reduced productivity and increased employee turnover.

Quality of work life has a significant and positive impact on organisational commitment, and enhancing the quality of work life for the employees is in the best interest of the organisation; this should be noted by policymakers. This finding is in line with Oyewobi et al. (2019), as their study found a positive relationship between work-life balance and organisational commitment. Similarly, a study conducted by Talukder (2019) found that work-life balance and job satisfaction are positively related to organisational commitment. This finding validated the findings in the study of Farid *et al.* (2015) that related organisational commitment to quality of work life. This study further suggested that organisations need to raise the level of quality of work life.

### 5.2.2 Impact of intrinsic reward:

This section of the study aimed to determine the sense of meaningfulness, sense of choice, sense of competence, and sense of progress of employees. These are very important parameters that determine how an employee will feel about their role and themselves. They

determine whether the respondent is feeling in control in their job role or not. Around 48.6% of respondents agreed that they knew how to improve the quality of work they are currently doing. This is significant because when respondents think that they can improve their quality of work, they feel empowered in their position. Of the respondents, 46.3% agreed that they have access to relevant information and resources that allow them to complete their work more efficiently. This provides a sense of control over the quality of work they are doing and contributes to organisational commitment. It is in the best interest of the organisation to empower the employees. A study conducted by Saban *et al.* (2020) found a positive link between competence and employee performance. This underscores the point that organisations should provide all necessary training and resources in order to enhance the quality of work of their employees.

Around half of the respondents agreed that they received challenging tasks that were aligned with their competencies. This finding is significant as overcoming challenges is essential at work because it provides confidence and motivation to the employees. As found in a study conducted by Battistelli *et al.* (2019), these challenging tasks lead to innovative behaviour at work. Employees that face this kind of challenge can not only complete day-to-day work more efficiently but can contribute to organisational performance in a challenging environment. Of the respondents, 60% affirmed that they are able to achieve milestones at work; similar to overcoming challenges, this also improves employees' confidence. All these factors contribute to intrinsic reward, as according to Danish *et al.* (2015), intrinsic reward includes the feeling of passion, excitement, devotion, and self-sufficiency. According to Abdullah *et al.* (2021), these rewards can assure job happiness even when work demands and work-family conflict is taken into account.

### **Organisational commitment:**

According to Arasanmi and Krishna (2019), organisational commitment refers to the psychological and emotional connection employee's exhibit toward the company. This commitment is necessary for the organisation, as devoted employees show loyalty to the company and commitment towards the organisation as well as organisational objectives. Organisational commitment refers to the level of engagement and dedication the employees feel towards their work and employer. This study investigated various aspects of organisational commitment. The three components are steadfastness, conformity, and emotion. The results show that 45% of respondents confirmed that the organisation in which they are employed has personal meaning for them. This finding supports the study conducted by Panda *et al.* (2021), which affirmed the significance of perceived meaningfulness. The study found that if an employee found a job to be meaningful, he or she is very likely to be emotionally and psychologically engaged and deliver better performance in their job role.

This personal connection motivates the employees to enhance their performance. Collectively, this improves the performance of the entire organisation. It also ensures the long-term survival and growth of the organisation. People are free to do what they find intriguing, personally meaningful, and vitalising when they are self-determined, according to the self-determination theory (SDT). In terms of internal and extrinsic wants, self-determination theory can be used to explain why people need to feel competent and self-determined when engaging with their surroundings. More than half of the respondents agreed that they remained in their current job out of necessity as well as desire; this further contributes to organisational commitment. Jobs are necessary because they provide a sense of purpose and financial support to the employees.

Of the respondents, 42.3% agreed that the organisation deserved their loyalty. This could be due to their relationship with the supervisor. According to Fettouh (2022), there exists a relationship between organisational loyalty and employees' relationship with the supervisor. For that reason, the supervisor can help enhance the organisational commitment of the subordinates by nurturing meaningful relationships with them. This puts supervisors in a very significant position. There was 6.9% of disagreement with the statement that the organisation deserves the respondents' loyalty, which indicates that the majority of the participants were

satisfied with their job roles and organisations. This section provides in-depth information about the different levels of organisational commitment of the respondents.

### **5.2.3 Secondary Research Objectives:**

In order to fulfil the secondary research objectives, four hypotheses were tested using the data collected through the questionnaire. These hypotheses were established to learn more about the connections between the study's many factors.

The first hypothesis tested the impact of quality of work life on organisational commitment. The data suggests that those who feel they have a good work-life balance are more loyal to their employers. This hypothesis was tested by a correlational study. The results of this investigation agree quite well with the prior research. Both Sumarsi and Rizal (2022) and Geisler *et al.* (2019) found results that were consistent with one another). Organisations are required to focus strongly on the quality of work life of the employees, as it has a direct impact on organisational commitment. Organisational commitment leads to the overall enhancement of organisational performance, as indicated by Silitonga (2017). In conclusion, organisations are required to place a strong emphasis on enhancing employees' quality of work life in order to drive organisational performance.

The second hypothesis in this study examined the relationship between intrinsic motivation and organisational commitment. There is a strong positive correlation between intrinsic drive and loyalty to one's company, as shown by the data, which supports this idea as well. It's crucial for managers and supervisors to grasp the connection between these two elements, with far-reaching effects for the workplace. This finding lends credence to the research conducted by Andika and Darmanto (2020), which claims that organisational commitment has a significant positive impact on employee performance and which also considered (along with intrinsic motivation) employee empowerment.

The third hypothesis tested the relationship between quality of work life and intrinsic motivation, which was tested with respect to organisational commitment. Quality of life at work was shown to have a significant positive correlation with intrinsic motivation ( $r = 0.786$ ,  $p < 0.001$ ). Organisations need to appreciate the significance of quality of work life because of the connections it has with intrinsic motivation, organisational commitment, and employee performance. If employees are happy and healthy at work, the business benefits. The literature already exists to back up this claim.

The fourth hypothesis tested how intrinsic motivation moderates the relationship between quality of work life and organisational commitment. The ANOVA method was used to examine these connections. The analysis's findings point to the existence of a moderating link between the aforementioned factors. This means that intrinsic motivation moderates the relationship between quality of work life and organisational commitment. Existing research shows that employees' levels of commitment to their organisations improves as a result of intrinsic motivation.

All of the secondary objectives of the study were examined through statistical methods. There is a strong positive correlation between job satisfaction and loyalty to a company. The extant literature supports this finding. It was shown that there is a statistically significant positive correlation between intrinsic pleasure and quality of life. The literature also supports this claim. Intrinsic motivation and organisational loyalty have been demonstrated to have a comparable positive correlation. The fourth hypothesis confirmed the moderating role played by intrinsic reward in the relationship between quality of work life and organisational commitment. All of the study's secondary aims have been thoroughly investigated.

### 5.3 Conclusion

The present study aimed to investigate whether intrinsic rewards moderate the impact of quality of work life and organisational commitment in the selected TVET colleges in the Mpumalanga province. The major method of data collection in this research is a five-point Likert scale, with extremes of agreement and disagreement. With a sample size of 175, this research has sufficient data for factor analysis. Throughout the duration of the study, the study successfully achieved the stated primary and secondary objectives. Statistical methods are used to examine the raw data. Correlation and Analysis of Variance (ANOVA) were used to examine four hypotheses. With a few notable exceptions, the study's results are consistent with the current literature. Many more women than men filled out the survey. The majority of respondents have work experience between 1–5 years, which has a major influence on the operating performance of the company. More than half of the respondents feel well at work. Most of the respondents know how they can enhance their performance or have access to resources to improve their performance. Around half of the respondents agree that they complete challenging tasks at work and are competent in doing so. Of the participants, 45% found meaning in their jobs, which is necessary for feelings of fulfilment. Of the participants, 45% also agree that their supervisors care about their opinions during the decision-making process. The current study found that work life quality has a positive influence on organisational commitment, which is similar to findings by Sumarsi and Rizal (2022) and Geisler *et al.* (2019). However, Geisler *et al.* (2019) also considered psychological safety as

well, which has a major implication for managers, supervisors, and any other governing body an organisation. Thus, organizations need to focus on improving the work life quality of their employees, if they wish to reap the positive results concerning organisational commitment. Committed employees are the driving force behind a successful organisations; it is associated with improved employee- and organisational performance. Second, the study found a significant positive relationship between intrinsic motivation and organisational commitment; this statement is also supported by a study conducted by Andika and Darmanto (2020). Their study considered employee empowerment along with intrinsic motivation and found that it has a significant positive impact on organisational commitment. Thus, it can be inferred from the findings that human resource management departments should recruit candidates who are passionate about their job roles and the organisation; their intrinsic motivation would lead to deeper organisational commitment, which will lead to the benefit of enhanced organisational performance.

The current study found a positive relationship between quality of work life and intrinsic motivation. There is a positive correlation between the three results. Quality of work life improves intrinsic motivation, and intrinsic motivation promotes organisational commitment; therefore, managers and supervisors should strive to improve employees' quality of work life. This study found a moderating role of intrinsic motivation in the relationship between quality of work life and organisational commitment. The findings of the current study contrasts those of a study conducted by Xu *et al.* (2022), which suggested that both quality of work life and intrinsic motivation are mediating variables that impact employees' level of commitment and turnover intentions. Unlike Xu *et al.*'s (2022) research, which took staff turnover into account, the present investigation makes no allowances for it.

The current study contributes to the existing literature by explaining the role of intrinsic rewards in the link between quality of work life and organisational commitment in the selected TVET colleges in the Mpumalanga province. The practical contribution of the study is the explanation of the relationship between quality of work life, intrinsic motivation, and organisational commitment, which can enable an organisation's policymakers to prioritise employee motivation. It is important for the employer and HR personnel to understand what really motivates employees and how it can be used to drive organisational performance. It lets bosses craft a compensation plan that really boosts workers' motivation from inside.

This study brings the relationship between quality of work life, intrinsic motivation, and organisational commitment to light, but it is important to recognise the limitations of the study. One province in South Africa is the only one for which data was obtained. To overcome this, similar studies can be done in different geographical locations around the world. Another limitation is the fact that correlation analysis can uncover relationships but not causations.

#### **5.4 Recommendation**

Individuals are encouraged to continue making progress and, where necessary, to adopt long-lasting behavioural adjustments by receiving intrinsic incentives since they evoke a favourable emotional response. For instance, whenever anyone at the TVET colleges in the Mpumalanga province accomplishes a task well, they frequently feel a sensation of accomplishment as well as happiness (Bogicevic-Milikic & Dosenovic, 2020). This intrinsic motivation then pushes the worker to carry out that task successfully going forward so they can continue to feel good. Motivating factors of intrinsic rewards inside the worksite include pride in one's employment, regard from superiors and/or co-workers, personal development, increased executive confidence, enjoying one's work, a sense of achievement or accomplishment, learning anything new or increasing one's expertise in a specific area, the ability to pick and choose which process one works on, and teamwork. Employee happiness is significantly influenced by intrinsic drive and recognition rather than pay and benefits. Humans are unable to verify personal ability, according to the research investigation, which looked at personal performance as well as the survey results. Yet, this research also asserted that firms may utilize direct incentives or relational agreements to incentivise individuals depending on their productivity, if overall effectiveness is transparent (Bogicevic-Milikic & Dosenovic, 2020). An individual who is intrinsically driven will work beyond their bedtime to complete a crucial presentation in its entirety. For instance, an employee does this out of a sensation of individual achievement for executing the work to the utmost of their skills rather than for the additional compensation, which would serve as an extrinsic incentive. Employees who feel pushed, capable, appreciated, and generally happy with their professions exhibit greater levels of intrinsic motivation at work (Dysvik & Kuvaas, 2011).

According to this research, concerning the TVET colleges in the Mpumalanga province, intrinsic incentives have a favourable and significant impact on any employee's productivity inside a business. The findings also show that extrinsic incentives such as money, bonuses, promotions, and perks have a greater impact on any employee's work productivity than intrinsic incentives including career advancement, responsibilities, acknowledgment, and educational chances. The instant financial gains are more appealing to workers than being recognised for their job. This study found a beneficial relationship between adaptable rewards and workers' productivity and happiness. Encouraging intrinsic motivations is fundamentally about assisting staff members in becoming more effective, engaged, and content in their profession; In the long term, this improves organisational performance and gives employees greater freedom to grow and take more initiative. The self-determination concept forms the basis for intrinsic motivations, which derives from Herzberg's motivator-hygiene theory as well as Maslow's hierarchy of needs (Dysvik & Kuvaas, 2011). These theories contend that if a particular work is in line with an individual's skills, hobbies, and personal morality, they might inspire themselves to complete their tasks with a unique purpose. Education, personality, success, originality, and psychological desire are examples of subcategories of Maslow's hierarchy of needs. If employees are driven by success, then a successful performance constitutes the sole incentive they seek. Extrinsic incentives are most effective as a temporary fix for low employee satisfaction. Employees may level up for a period if they simply accomplish their jobs in order to receive a periodic incentive (an external, material incentive). But, whenever the financial benefit is no longer sufficient to warrant the additional effort, individuals will quit working really hard. Those that are intrinsically driven are more engaged. They derive personal fulfilment from their profession, which helps them overcome even the most difficult obstacles. For instance, a person who derives great satisfaction from assisting individuals (an intrinsic purpose) would continue to work hard even though it would be better for them to quit. Because of this, intrinsic drive is essential to effective collaborative administration (Evenson, 2016). The team leader or mentor will ultimately reward the individuals for their endeavours if they can foster the inherent desires of their group. The following are some advantages of an intrinsic drive:

- **Increased percentages of retention:** Employees who are intrinsically driven are happy. When individuals are satisfied with their jobs, they are much less inclined to look for other employment possibilities.
- **Enhanced comfort and psychological health:** Employee self-esteem as well as workplace satisfaction are better for those whose ideals and daily responsibilities are in line. By doing so, anxiety and the danger of exhaustion can be decreased (Evenson, 2016).
- **Perseverance is the ultimate key:** When the additional effort is greater than the possible benefits, an extrinsically driven individual will surrender; whereas, a person who appreciates an activity because of a personal reason will try harder to accomplish it for greater enjoyment.
- **Improved efficiency:** Whenever someone is genuinely committed to their job, they will spend the necessary time to ensure that it is of the highest calibre. Entrepreneurs are much more inclined to seize the lead on new initiatives and achieve deadlines since they have better focus and commitment to precision.
- **Devotion to the business:** A worker will have a better experience at an organisation that supports their personal beliefs and goals. This results in a stronger dedication from the employee to the company (Manzoor *et al.*, 2021).
- **An internal drive to learn:** Individuals who take pride in their job always strive to do better. They regard professional as well as personal growth as a means to further live out their principles and convictions (Manzoor *et al.*, 2021).

Taking into consideration the above investigation alongside its results and outcomes, the following explains ways to successfully improve the moderating role of intrinsic rewards inside the workplace with regard to quality of work life as well as organisational commitment at the TVET college in the Mpumalanga provinces:

Identifying their goals as well as their personalities: Whenever one asks workers about their ambitions, it is not always simple to acquire a specific, definite response. For instance, a worker could say they want to participate in certain task, just to discover afterwards it is not what they had in mind. One example of aiming to be more precise in the inquiries is to encouraging an employee in the TVET college in the Mpumalanga province to discuss a past assignment that they thought went smoothly and which they enjoyed. Another example could

be attempting to ascertain which aspects of their profession they found most appealing and how it may be used for prospective employment (Robins, 2020).

Considering the work/life stage of the individual: Although it is crucial to avoid generalisations, most professionals who are closer the conclusion of their careers tend to be less concerned with the prospect of advancement. Fresh employees are still making plans for their futures at the TVET college in the Mpumalanga province, since they are only starting to climb the professional ladder. These young workers could also be less patient than more seasoned, older colleagues.

Making the inspiration relevant to the sector or business: Based on their position within the firm, different things will inspire different people. For example, when focusing on cutting-edge technologies, designers frequently exhibit high levels of motivation. Contrarily, salespeople frequently see money—and how much the company pays them—as a gauge of their effectiveness. When workers are aware of their functional outcome, they feel more in charge of the security of their employment and the calibre of their employment. Workers feel they can continually enhance their performance in a culture where managers or higher authorities of the TVET college in Mpumalanga province take the time to provide frequent feedback and helpful remarks (Robins, 2020).

Putting the emphasis on people: Putting an emphasis on every employee's unique individuality is important. Although some individuals enjoy being praised in front of others, others find it awkward and would prefer to hear a personal, in-person thank you. When planning any event to present medals, incentives, or even other public expressions of appreciation, this needs to be taken into consideration by the TVET college in the Mpumalanga province (Dysvik & Kuvaas, 2011).

The power to decide: Each employee handles work in a unique way and also has a particular set of fundamental skills, beliefs, and goals. An intrinsic incentive is allowing workers to select the tasks most suited to their own interests and regions of expertise at the TVET college in the Mpumalanga province. When employees believe their abilities are being utilized most effectively, and when they have the freedom to choose tasks that interest them it enhances the likelihood that the end project will succeed (Dysvik & Kuvaas, 2011).

Finding inspiration in versatility: Establishing a process and a schedule that will enable all workers to work remotely at least sometimes and setting regular hours that properly suit their

individual interests. This comes with the advantage of showing that the TVET college in the Mpumalanga province has faith in its personnel and makes it simpler for them to strike a balance between work and personal obligations, but there is no a one-size-fits-all strategy for motivating employees (Bogicevic-Milikic & Dosenovic, 2020). However, some tasks just cannot be completed outside of the workplace. In order to concentrate upon their tasks, numerous employees may even enjoy being away from their homes and its numerous diversions. In reality, many individuals would prefer simply walking to work if they didn't have a long path or distance (Sutton, 2021).

Offering career assistance and guidance: Finding out exactly what employees want from the future while at the exact moment the TVET college in the Mpumalanga province is inquiring about the sort of job they appreciate today might be beneficial. Companies should provide employees with opportunities to develop their current skill set as well as the contacts and experience essential for future growth (Bogicevic-Milikic & Dosenovic, 2020). Employees who believe their professional futures are brighter than their current jobs are much more intrinsically driven than those who perceive they are trapped in unchanging or uninspiring positions. When there is a clear route for professional promotion, employees are more driven to work to attain their own accomplishment at the TVET college in the Mpumalanga province because they have a stake in the organisation's growth (Sutton, 2021).

Increasing employee learning: All employees must continue to grow while they are working. Courses and workshops held in-house at the TVET college in the Mpumalanga province are excellent tools for inspiring people to take action. Several businesses provide tuition reimbursement plans to their employees. The vocational education institution may also determine the interests of their staff members or what require to accomplish growth and then assign individuals to a task that will aid in their learning (Bogicevic-Milikic&Dosenovic, 2020). Knowing the employees, their objectives, and wants will help the institution create incentives that will motivate them. Whenever an employee believes their supervisors genuinely care about them and their objectives, they are likely to feel more positive about their job. Employees who receive mentoring and have the chance to deepen their expertise by taking part in corporate advancement workshops and instruction events feel more valuable. Employees that feel appreciated by the organisation will appreciate the calibre of their job as a result of this intrinsic motivation (Sutton, 2021).

**Demanding tasks:** When employees face constructive challenges, they develop an innate drive to strive for excellence. Both the freedom to choose how to pursue tasks and offering employees hard responsibilities foster a feeling of authority; as a result, individuals are driven to thrive by a need to take on the difficulty, which fosters a feeling of involvement in their work (Bogicevic-Milikic&Dosenovic, 2020).

**Engagement in decision-making:** Since individuals feel a feeling of solidarity and partake in the organisation's growth, workers who participate in corporate decision-making of the TVET college in the Mpumalanga province eventually become intrinsically driven. Employees believe they are important contributors to the group and that their knowledge and ideas are recognised. The emphasis needs to change from how organisations treat individuals to how they can assist them in feeling as though they are a part of the organisation's larger goal and mission in order to enhance the effectiveness and effect of the incentive package. Rewards must be viewed by organisations as an asset as opposed to an expenditure (Bogicevic-Milikic & Dosenovic, 2020). Employers may transform their interaction with their employees when they focus on more than just the elementary elements of job satisfaction (i.e. salary and perks) and start tapping into the deeper compelling intrinsic aspects that motivate individuals to achieve in their position; individuals are driven by their personal growth paths and also the possibility of positive results due to the compensation scheme of the TVET college in the Mpumalanga province. However, employees' connection to the mission, of an organisation also requires that the business have a mission that employees desire to connect themselves to (Robins, 2020).

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## **APPENDICES**

### **1. Questionnaire Development**

The primary objective of this questionnaire is to obtain relevant information from the TVET employees regarding their quality of work-life, intrinsic rewards and organisational commitment. The Questionnaire given below is a tool that has been chosen for gathering data for the research project titled **“Investigating the role of intrinsic rewards in the link between quality of work-life and organisational commitment at selected Technical Vocational Education & Training colleges”**. The major purpose of this questionnaire is to investigate whether intrinsic rewards moderates the impact of quality of work-life and organisational commitment in the selected Technical Vocational Education & Training institutions in Mpumalanga province. The respondents are thus requested to respond attentively to all the questions. Please be assured that the information obtained from this questionnaire will be used for research purposes only and will be kept confidential.

#### **Demographic Information**

Please select one appropriate option in each of the following questions:

**1. Gender**

- Male
- Female

**2. Age**

- Less than 30 years
- 31 - 40 years
- 41 - 50 years
- More than 50 years

Please select one appropriate option in each of the following questions:

**1. Gender**

- Male
- Female

**2. Age**

- Less than 30 years
- 31 - 40 years
- 41 - 50 years
- More than 50 years

### **3. Years of Working Experience**

- Less than 1 year
- 1 - 5 years
- 6 - 10 years
- 11 - 15 years
- More than 15 years

### **4. Highest Academic Qualification**

- Bachelor
- Masters
- PhD
- Others

## **Part B: Quality of Work Life**

On a scale of 1-5, please indicate the degree to which you agree to the statements below based on your experience. (1 - very dissatisfied; 2 - dissatisfied; 3 - neutral; 4 - satisfied; and 5 - very satisfied)

| Statements                                                                                            | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1. I have a clear set of goals and aims to enable me to do my job.                                    |   |   |   |   |   |
| 2. I feel able to voice opinions and influence changes in my area of work.                            |   |   |   |   |   |
| 3. I have the opportunity to use my abilities at work.                                                |   |   |   |   |   |
| 4. I feel well at the moment.                                                                         |   |   |   |   |   |
| 5. My employer provides adequate facilities and flexibility for me to fit work around my family life. |   |   |   |   |   |
| 6. My current working hours/patterns suit my personal circumstances.                                  |   |   |   |   |   |
| 7. I often feel under pressure at work.                                                               |   |   |   |   |   |
| 8. When I have done a good job it is acknowledged by my line manager.                                 |   |   |   |   |   |
| 9. Recently, I have been feeling unhappy and depressed.                                               |   |   |   |   |   |
| 10. I am satisfied with my life.                                                                      |   |   |   |   |   |
| 11. I am encouraged to develop new skills.                                                            |   |   |   |   |   |
| 12. I am involved in decisions that affect me in my own area of work.                                 |   |   |   |   |   |

|                                                                                          |  |  |  |  |  |
|------------------------------------------------------------------------------------------|--|--|--|--|--|
| 15. In most ways, my life is close to the ideal.                                         |  |  |  |  |  |
| 16. I work in a safe environment.                                                        |  |  |  |  |  |
| 17. Generally, things work out well for me.                                              |  |  |  |  |  |
| 18. I am satisfied with the career opportunities available for me here.                  |  |  |  |  |  |
| 19. I often feel excessive levels of stress at work.                                     |  |  |  |  |  |
| 20. I am satisfied with the training I receive in order to perform my present job.       |  |  |  |  |  |
| 21. Recently, I have been feeling reasonably happy all things considered.                |  |  |  |  |  |
| 22. The working conditions are satisfactory.                                             |  |  |  |  |  |
| 23. I am involved in decisions that affect members of the public in my own area of work. |  |  |  |  |  |
| 24. I am satisfied with the overall quality of my working life.                          |  |  |  |  |  |



### Part C: Intrinsic Rewards

On a scale of 1-5, please indicate the degree to which you agree to the statements given below based on your experience. (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree)

| Statements                                                                                                       | 1 | 2 | 3 | 4 | 5 |
|------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| <b>A. Sense of Meaningfulness</b>                                                                                |   |   |   |   |   |
| 1. The institution has a non-cynical climate and cares about the well-being of the employees.                    |   |   |   |   |   |
| 2. I am very passionate about the work I do.                                                                     |   |   |   |   |   |
| 3. I have a clear and exciting vision of how I can enhance the quality of my work.                               |   |   |   |   |   |
| 4. I am able to associate the link between the work I do and the institution's vision.                           |   |   |   |   |   |
| 5. At times, I am responsible for conducting the progress of an entire product or service.                       |   |   |   |   |   |
| <b>B. Sense of Choice</b>                                                                                        |   |   |   |   |   |
| 6. I am conferred with the authority to make relevant decisions.                                                 |   |   |   |   |   |
| 7. I am trusted for managing my own work without any supervision.                                                |   |   |   |   |   |
| 8. The institution lets go of honest mistakes and do not punish employees for them.                              |   |   |   |   |   |
| 9. The management has given substantial clarity on what each employee must accomplish.                           |   |   |   |   |   |
| 10. I have access to relevant facts and sources for carrying out my work efficiently.                            |   |   |   |   |   |
| <b>C. Sense of Competence</b>                                                                                    |   |   |   |   |   |
| 11. I am able to gain knowledge through the course of education and experience while working in the institution. |   |   |   |   |   |

#### Part D: Organisational Commitment

On a scale of 1-5, please indicate the degree to which you agree to the statements given below based on your experience. (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree)

| Statements                                                                                          | 1 | 2 | 3 | 4 | 5 |
|-----------------------------------------------------------------------------------------------------|---|---|---|---|---|
| <b>A. Affective Commitment</b>                                                                      |   |   |   |   |   |
| 1. I would be very happy to spend the rest of my career in this organisation.                       |   |   |   |   |   |
| 2. I really feel as if this organisation's problems are my own.                                     |   |   |   |   |   |
| 3. I do not feel like 'part of my family' at this organisation.                                     |   |   |   |   |   |
| 4. I do not feel 'emotionally attached to this organisation.                                        |   |   |   |   |   |
| 5. This organisation has a great deal of personal meaning for me.                                   |   |   |   |   |   |
| 6. I do not feel a strong sense of belonging to this organisation.                                  |   |   |   |   |   |
| <b>B. Continuance Commitment</b>                                                                    |   |   |   |   |   |
| 7. It would be very hard for me to leave my job at this organisation right now even if I wanted to. |   |   |   |   |   |
| 8. Too much of my life will be disrupted if I leave my organisation.                                |   |   |   |   |   |
| 9. Right now, staying with my job at this organisation is a matter of necessity as much as desire.  |   |   |   |   |   |

|                                                                                                                                            |  |  |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 10. I believe I have too few options to consider leaving this organisation.                                                                |  |  |  |  |  |
| 11. One of the few negative consequences of leaving my job at this organisation would be the scarcity of available alternatives elsewhere. |  |  |  |  |  |
| 12. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice.       |  |  |  |  |  |
| <b>C. Normative Commitment</b>                                                                                                             |  |  |  |  |  |
| 13. I do not feel any obligation to remain with my organisation.                                                                           |  |  |  |  |  |
| 14. Even if it were to my advantage, I do not feel it would be right to leave.                                                             |  |  |  |  |  |
| 15. I would feel guilty if I left this organisation now.                                                                                   |  |  |  |  |  |
| 16. This organisation deserves my loyalty.                                                                                                 |  |  |  |  |  |
| 17. I would not leave my organisation right now because of my sense of obligation to it.                                                   |  |  |  |  |  |
| 18. I owe a great deal to this organisation                                                                                                |  |  |  |  |  |

## 1. Consent Form for participation in academic study



Ethics clearance reference number: [NWU-01885-22-A4]

Dear Participant

You are invited to participate in this academic study. I am **Sthembile Nkosi**, a student studying for a Master of Business Administration at the North-West University Business School. I am carrying out this research work as part of my MBA studies.

You are invited to participate in a research project about the role of intrinsic rewards, work-life quality and organisational commitment experienced in your workplace. This online survey has five sections which should take approximately 20 to 30 minutes to complete.

The Questionnaire given below is a tool chosen for gathering data for the research project titled *“Investigating the role of intrinsic rewards in the link between the quality of work-life and organisational commitment at selected Technical Vocational Education & Training colleges”*. The major purpose of this questionnaire is to investigate whether intrinsic rewards moderate the impact of quality of work-life and organisational commitment in the selected Technical Vocational Education & Training institutions in Mpumalanga province. The respondents are thus requested to respond attentively to all the questions. Please be assured that the information obtained from this questionnaire will be used for research purposes only and will be kept confidential.

### Inclusion criteria

- As a freely consensual participant, your only responsibility will be to complete this questionnaire as honestly as possible.
- You are not allowed to write your name or personal particulars that will identify with you on this form.
- As a participant in this study, you are not required to write names or personal identification.
- Your participation in this study will be voluntary, and you are free to opt-out at any stage without any consequences.
- There are no consequences for refusing to participate.
- The results and presentation of this study will be anonymised such that no links will be reflected on individuals but to sample in general, and no individualised information will be made or released.
- By voluntarily consenting to complete this questionnaire, you are authorising the use of the information you will provide for this research only and any future academic publications and conferences.

It is important that you understand that it will not be to your disadvantage if you choose not to participate. Participating is completely voluntary, and you can withdraw from the study anytime. Please complete the attached questionnaire if you are comfortable with the content and meaning and have no objections. By completing this online survey, you consent that this information may be used for research purposes.

*\* I have read the above information and agree to participate in this research project.* ☐

**For any** questions, queries, or concerns, feel free to contact the researchers:

|                                                                                     |                                                                                                                                                                         |                                                                                                                                                              |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>Researcher:</b><br/><b>Ms Sthembile Nkosi</b></p> <p>Email: <a href="mailto:sthembiles84@gmail.com">sthembiles84@gmail.com</a>    Con-<br/>tact: 083 552 8841</p> | <p><b>Research supervisor:</b><br/><b>Ms N. Khumalo</b></p> <p>Email: <a href="mailto:27491528@nwu.ac.za">27491528@nwu.ac.za</a><br/>Contact: 0182852613</p> |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|

**I appreciate your willingness to participate in this study!**