

**The influence of organisational culture on
psychological safety, affective
commitment, and organisational
citizenship behaviour at selected SETAs in
South Africa**

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

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DECLARATION

I, Pamela Ngubane, declare that this mini-dissertation “*the influence of organisational culture on psychological safety, affective commitment, and organisational citizenship behaviour at selected SETAs in South Africa*” is my own work and that all sources used have been indicated and acknowledged by means of complete references. This dissertation is original and has never been submitted before for any degree.

Pamela Ngubane

15 November 2023

Signature

Date

ACKNOWLEDGEMENT

Firstly, I would like to express my gratitude to the merciful God for the strength, knowledge, and courage he bestowed upon me.

It gives me immense pleasure to express my sincere appreciation to my supervisor, Dr N. Khumalo, for her insightful direction, considerate supervision, encouragement, and thorough advise up to the completion of this study.

I would like to express my sincere gratitude to my husband Mr Thulani Ngubane, my mother-in-law Mrs Nomsa Ngubane, and my children Ezamabomvu and Awethu for their wonderful and unending love throughout my studies.

To my late niece, Ms Yamkela Tsili, who supported me in all I did, admired me, and was always rooting for me to succeed.

I will forever be grateful to my employer for affording me the opportunity to further my studies.

To my bosses Mr Frikkie Fouche and Mr Bavuyise Hermanus for their continuous support and encouragement even when times were tough.

Since I first stepped foot into the North-West University, Ms Patience Moleko has been a tremendous friend, a rock of strength, and a sister who has travelled the path with me. Thank you for your support.

Lastly, I am extremely appreciative of all the SETA participants who volunteered to assist me.

ABSTRACT

Purpose: As organisational culture plays a pivotal role in the growth and success of any organisation, a positive and effective organisational culture can have a significant influence on employee behaviour, including psychological safety, affective commitment, and organisational citizenship behaviour (OCB). The purpose of this study is to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB in selected Sector Education and Training Authorities (SETAs) in South Africa. The study examines the relationship between organisational culture, psychological safety, affective commitment, and OCB.

Design/methodology/approach: A quantitative research approach was used. Using the convenience sampling technique, quantitative data was collected via an online survey with 174 employees working in six different branches of SETA located in the Gauteng province of South Africa. Data was analysed using the Statistical Package for Social Sciences (SPSS) Version 28.0.

Results: The results of this study reveal a negative relationship between organisational culture, psychological safety, and OCB. The results further reveal a negative correlation between affective commitment and psychological safety. However, a moderate positive relationship was found between organisational culture and affective commitment.

Managerial implications/limitations: The findings of this study can be useful for policymakers and public sector organisations responsible for employee wellbeing and maximising their commitment to the organisation. This study was limited to six SETA offices in one province in South Africa, namely the Gauteng province. This study was also limited in terms of research design and methodology. This study also provides recommendations for future research.

Originality/value: The findings of this study will contribute to the body of knowledge regarding organisational culture, psychological safety, employee affective commitment, and organisational citizenship behaviour in public sector organisations.

Keywords: Affective commitment, OCB, organisational commitment, organisational culture, SETAs, South Africa, psychological safety.

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ABBREVIATIONS AND ACRONYMS

AgriSETA:	Agricultural Sector Education Training Authority
ANOVA:	Analysis of Variance
FOODBEV:	FoodBev Manufacturing SETA
FP&M SETA:	Fibre Processing and Manufacturing Sector Education and Training Authority
INSETA:	Insurance Sector Education and Training Authority
MICT SETA:	Media, Information and Communication Technologies Sector Education and Training Authority
OCB:	Organisational Citizenship Behaviour
SETA:	Sector Education and Training Authority
SPSS:	Statistical Package for Social Sciences
W&R SETA:	Wholesale and Retail Sector Education and Training Authority

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CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 INTRODUCTION AND BACKGROUND OF THE STUDY

Global competitiveness and the quest for the survival of organisations, including public sector organisations, have led to the debate on variables that are critical for the effective functioning of organisations (Acquah, Sarkodie, Baffoe, Lennox, Amon & Nunoo, 2020:46). Core to these variables is organisational culture, perhaps due to its uniqueness to depict the way organisations behave. According to Hofstede (2011:3), social culture is defined by values, while organisational culture is defined by practices. The organisational culture includes a set of shared values, beliefs, and principles that define how employees should feel and behave within the organisation (Jahan, Huynh & Mass, 2022:272). Organisational culture is an important construct that influences both the employees and organisational outcomes. Every organisation has its own distinct culture, with some appearing to have a stronger, more firmly embedded culture than others (Elifneh & Embilo, 2023:1). The organisational culture outlined to employees how things should be done inside the organisation (Wambui & Gichanga, 2018:2077). Maximising employees' commitment and organisational citizenship behaviour (OCB) in public sector organisations requires the implementation of policies, practices, and procedures that are tailored to employee needs (Mohd Isa, Ugheoke & Wan Mohd Noor, 2016:1).

Psychological safety is a key factor that contributes to the emotional attachment of staff to an organisation, however, its functional mechanism is unknown (Li, Li, Jing, Bai, Zhang & Liang, 2022:1573). Psychological safety is defined as a shared belief that it is safe to take interpersonal risks in the organisation (Abdulrab, Zumrah, Almaamari, Al-Tahitah, Isaac & Ameen, 2018:4). Remtulla, Hagana, Houbby, Ruparell, Aojulla, Menon, Thavarajasingam, and Meyer (2021:1) described psychological safety as a situation where individuals feel empowered to ask questions, admit mistakes, or express concerns without fear of repercussions from their team. Previous research found that employees with high psychological safety felt supported by their organisation and were willing to express themselves, which helped their affective commitment (Singh & Singh, 2019:938; Thakre & Mathew, 2020:47). As a

result, psychological empowerment encourages employees to volunteer to help their colleagues or participate in activities that benefit the organisation (Maan, Abid, Butt, Ashfaq & Ahmed, 2020:2).

Employee commitment is defined as a bond that binds an employee to a certain goal or course of action within the organisation (Jahan *et al.*, 2022:272). Employee commitment is an asset for an organisation, since it reduces turnover intentions and improves organisational productivity and performance (Kengatharan, 2021:79; Kulkarni & Mishra, 2022:9). Allen and Meyer (1990:2) proposed a three-component model of organisational commitment, namely affective, normative, and continuance commitment. Affective commitment is defined as an employee's desire or emotional attachment to the organisation. Normative commitment is the employee's sense of obligation to remain in the organisation. Continuance commitment is defined as an employee's perception of the cost of leaving the organisation or the perceived unavailability of substitute jobs (Lapointe & Vandenberghe, 2018:100).

Compared to the other two types of organisational commitment, namely normative commitment and continuous commitment, research has argued that affective commitment reflects a genuine attitude toward the organisation due to its emotional nature (Elifneh & Embilo, 2023:3; Khanam & Tarab, 2023:116; Long, Huong & Viet-Anh, 2022:2). The affective commitment is important for the sustainable development of organisations in the public sector, as it has a considerable influence on employee attitudes and behaviour (Wambui & Gichanga, 2018:2077). Li *et al.* (2022:1574) argue that affective commitment in an organisation can be predicted by both personal commitment (such as seniority and education) and organisational commitment (such as organisational culture and leadership integrity). An employee with a desirable attitude has a high level of affective commitment and a strong sense of belonging, while the least desirable behaviour results in low affective commitment and feelings of psychological unsafeness (Jahan *et al.*, 2022:272).

In the modern business environment, organisations are recognising that employees are the most valuable assets, and the culture of the organisation connects employees to the organisation (Mohd Isa *et al.*, 2016:1). OCBs are voluntary activities that go beyond the formal obligations of employees and have a significant impact on the overall efficiency of the organisation (Grego-Planer, 2019:1). OCB postulates that

employee behaviours are not subject to a formal system of obligations yet have a positive impact on the organisation's functioning. An employee who believes they are 'citizens' of their organisation, like a citizen of a state, take voluntary actions that benefit not only their colleagues, but also the organisation. The essence of all these behaviours is that the person engaging in them does not expect to benefit from them. It is critical that as many employees as possible exhibit behaviours that go beyond the formal scope of tasks in today's fast-growing, but also complex organisations (Grego-Planer, 2019:1). With such a competitive and global market, this can have a significant impact on the organisation's success.

Workplace safety is a major priority for most employees. Although most public sector organisations in South Africa focus more on physical safety, emotional and mental safety is frequently overlooked. Remtulla *et al.* (2021:7) found that it is a common phenomenon in the South African public sector that employees are not comfortable accepting their errors due to fear of criticism, humiliation, and punishment. In this regard, employees become psychologically unsafe to provide accountability for their errors. Kim (2019:99) suggests that public sector organisations can foster employee psychological safety by framing employees' duties as a learning problem rather than an execution problem, and creating an environment in which employees admit their mistakes, model curiosity, and ask a lot of questions.

The Sector Education and Training Authority (SETA) is a South African public sector vocational skills training organisation. There are currently 21 SETA offices in South Africa. Each SETA office is responsible for managing and creating unit-based skills programmes, internships, leadership, and apprenticeships within its jurisdiction (SETA, 2023). Every occupation or industry in South Africa is covered by one of the 21 SETAs. A list of all the 21 SETAs and their cluster is presented in Table 1.1.

Table 1. 1: List of SETAs in South Africa

No.	Name	Cluster
1	Agricultural Sector Education and Training Authority (AgriSETA)	Social Services
2	Banking Sector Education and Training Authority (BANKSETA)	Social Services
3	Chemical Industries Education and Training Authority (CHIETA)	Social Services
4	Construction Education and Training Authority (CETA)	Social Services
5	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)	Social Services
6	Education, Training and Development Practices Sector Education and Training Authority (ETDP SETA)	Social Services
7	Energy and Water Sector Education and Training Authority (EWSETA)	Social Services
8	Fibre Processing and Manufacturing Sector Education and Training Authority (FP&M SETA)	Social Services
9	Finance and Accounting Services Sector Education and Training Authority (Fasset)	Social Services
10	Food and Beverage Manufacturing Industry Sector Education and Training Authority (FoodBev SETA)	Social Services
11	Health and Welfare Sector Education and Training Authority (HWSETA)	Social Services
12	Insurance Sector Education and Training Authority (Inseta)	Social Services
13	Local Government Sector Education and Training Authority (LGSETA)	Social Services
14	Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA)	Social Services
15	Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA)	Social Services
16	Mining Qualifications Authority (MQA)	Social Services
17	Public Service Sector Education and Training Authority (PSETA)	Social Services
18	Safety and Security Sector Education and Training Authority (SASSETA)	Social Services
19	Services Sector Education and Training Authority (SSETA)	Social Services
20	Transport Education Training Authority (TETA)	Social Services
21	Wholesale and Retail Sector Education and Training Authority (W&RSETA)	Social Services

Source: SETA (2024)

1.2 PROBLEM STATEMENT

Public sector organisations constitute an element of the society, and employees bring varied cultures from their own society to the workplace (Wambui & Gichanga, 2018:2077). Many South African public sector organisations mostly depend on intrinsic and extrinsic reward systems to enhance employee performance. Less emphasis is placed on the impact of organisational culture on employees' attitudes and behaviour, such as psychological safety, affective commitment, and OCB (Elifneh & Embilo, 2023:2). Internally, SETA has a culture of encouraging mutual trust, collective decision-making through teamwork, and infrastructure support for employees. Shared values and beliefs within the organisation make employees feel comfortable, have

affective commitment, and increases their psychological safety and OCB (Nawawi, Mursalim, Farida, Ruslan, Parenden & Rau, 2023:98). Public sector organisations with a toxic organisational and work culture have a significant impact on the mental well-being of employees (Elifneh & Embilo, 2023:13).

Most employees in the South African public sector feel that their personal values and priorities are not in line with the mission and goals of the public sector and do not feel at home in their respective organisations (Skosana, Maleka & Ngonyama-Ndou, 2021:1). In other words, employees in most public sector organisations lack affective commitment to their respective organisations. Muleya, Ngirande & Terera. (2022:4) observe that employees with strong affective commitment to their organisation are happy to be part of the organisation and have positive OCBs. However, it is difficult to see employees in most public sector organisations exhibit behaviours that go beyond the formal scope of the task (Grego-Planer, 2019:1).

The problem statement that was investigated in this study is the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETAs in South Africa. The problem statement stem from the fact that employees in most South African public sector organisations, including SETA, often arrived at work late and leave before closing hours. Furthermore, the high level of absenteeism in most SETA offices shows that employees do not feel psychologically safe, do not have affective commitment, and OCBs.

1.3 RATIONALE OF THE STUDY

A vibrant organisational culture is critical for organisational success and survival because a positive and effective organisational culture can have a significant influence on employee behaviour, such as psychological safety, affective commitment, and organisational citizenship behaviour (OCB). Hence, the current study was set out to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB of employees at selected SETAs in South Africa.

Organisational culture has received significant attention in the private sector, with limited attention to empirically understand organisational culture in the public sector (Kulkarni & Mishra, 2022:10). Furthermore, organisational culture and OCBs have been studied not only for their nature, but also for their dimensions and antecedents

(Grego-Planer, 2019:1). However, there is a significant research gap in the areas of affective commitment and employee manifestations of citizenship behaviours based on public sector organisations. The rationale for this study was to fill this research gap by investigating the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETA offices in South Africa.

1.4 AIM AND OBJECTIVES OF THE STUDY

This section outlines the primary and secondary objectives that guided this study.

1.4.1 Primary objective

The primary objective of the current study is to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETA offices in South Africa.

1.4.2 Secondary objectives

The secondary objectives of the current study are:

- To determine the relationship between organisational culture and psychological safety at selected SETAs in South Africa.
- To determine the relationship between organisational culture and affective commitment in selected SETAs in South Africa.
- To determine the relationship between organisational culture and OCB at selected SETAs in South Africa.

1.5 RESEARCH QUESTIONS

This section outlines the primary and secondary research that were answered in this study.

1.5.1 Primary research question

The primary research question for the current study is: What is the influence of organisational culture on psychological safety, affective commitment, and OCB at selected SETAs in South Africa?

1.5.2 Secondary research questions

The secondary research questions for the current study are:

- What is the relationship between organisational culture and psychological safety in selected SETAs in South Africa?
- What is the relationship between organisational culture and affective commitment in selected SETAs in South Africa?
- What is the relationship between organisational culture and OCB at selected SETAs in South Africa?
- To what extent does psychological safety influence affective commitment and OCB through the mediating role of organisational culture at selected SETAs in South Africa?

1.6 DEFINITION OF KEY CONCEPTS

The following definitions of key concepts were used for the purposes of the current study:

- **Organisational culture:** Organisational culture is seen as a system of public belief held by members of the organisation which differentiates the organisation from others (Acquah *et al.*, 2020:47). The organisational culture referred to in the current study is the shared values, beliefs, work styles, and relationships among employees in selected SETAs in South Africa.
- **Employee commitment:** Meyer and Allen (1997:21) define employee commitment as “a psychological state that characterises the employees’ relationship with the organisation and has implications for the decision to continue membership in the organisation”.
- **Psychological safety:** Psychological safety is defined as a shared belief that it is safe for an employee to take interpersonal risks in the organisation (Edmondson, 1999:350).
- **Organisational citizenship behaviour (OCB):** The term OCB is referred to employee behaviours that are not subject to a formal system of obligations but have a positive impact on the organisation's functioning (Grego-Planer, 2019:1).

1.7 RESEARCH PARADIGM, METHODS, AND METHODOLOGIES

This section provides a brief overview of the research paradigm, methods, and methodology adopted in the current study.

1.7.1 Paradigm

A research paradigm is a set of beliefs regarding the nature of the (social) world, what can be understood about it, and how society can learn from it (Kivunja & Kuyini, 2017:27). The study was underpinned by a positivism paradigm and a positivism approach was followed, due to its quantitative nature. Kivunja and Kuyini (2017:30) state that positivism is a scientific technique that entails a process of experimentation to investigate annotations and provides answers to the questions. It is used to look for cause and effect links in nature. A positivism paradigm was considered appropriate for the current study since the foundation of positivism is the belief that knowledge may be discovered by objective observations and measurements (Jansen, 2023:1). In other words, positivism holds that research answers can be found by carefully collecting, measuring, and analysing data, particularly numerical data (Jansen, 2023:1). The aim of this study is to investigate the relationship between organisational culture and psychological safety, affective commitment, and OCB at selected SETAs in South Africa using quantitative research methods.

1.7.2 Research approach

A quantitative research approach was adopted for the purposes of the current study. A quantitative research method is viewed as a research approach used to study differences in the variables being investigated, as well as the cause-and-effect relationship between the variables (Cropley, 2023:5). The quantitative research method was considered appropriate for this study since the research aimed to investigate the cause and effect between organisational culture on psychological safety, affective commitment, and organisational citizenship behaviour in selected SETAs in South Africa.

1.7.3 Research design

A research design is a plan, structure, and strategy of investigation used to generate answers to research questions (Kabir, 2016:112). In the current study, the correlation research design was adopted. The purpose of correlational research is to determine the relationship between two or more variables. In essence, correlational research analyses how closely the variables are related; there is no manipulation of the variables (Queirós, Faria & Almeida, 2017:369). The correlation research design was considered appropriate for this study since the research aimed at investigating the relationships between organisational culture on psychological safety, affective commitment, and organisational citizenship behaviour at selected SETAs in South Africa.

1.7.4 Population

In research, a target population is defined as the complete set of elements that meet the precise criteria established for a research investigation (Alvi, 2016:10). Salkind (2014:185) referred to the research population as a set of individuals who take part in a study and whom the researcher uses to simplify or specify the outcome of the study. The target population for this study comprises all SETA employees in the Gauteng province of South Africa. The total number of SETA employees in Gauteng province is estimated at approximately 342.

1.7.5 Sample method/technique and sample size

Sampling is the procedure for drawing units of analysis or participants from a population for inclusion in the study (Daniel, 2012:1). For the current study, a convenience sampling technique was used to determine the sample frame. Sedgwick (2013:2) defines convenience sampling as “a non-probability sampling in which members of the target population meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or willingness to participate are included for the purpose of the study”. A convenience sampling technique was considered appropriate for the current study, since participants were easily accessible and geographically close the researcher. Six different SETA offices in Gauteng province were sampled using a cluster sampling technique.

Based on the total population of 342 staff, a recommended sample size of 181 participants was determined using Raosoft's (2016) online sample size calculator. A 5% margin of error, with a 95% confidence level was determined. Of the 181 questionnaires distributed, 174 were returned which give a response rate of 96.1%.

1.7.6 Data collection instruments

Data collection is a procedure of collecting and measuring information on variables of interest in a well-organised systematic way that enables the researcher to answer the research questions, test hypothesis, and evaluate results (Kabir, 2016:202). Data for this study was collected using a self-administered questionnaire (refer to Appendix B). The questionnaire consisted of closed questions, also referred to as closed-ended questions.

1.7.7 Data analysis

Data analysis is a procedure performed to summarise, organise, and present the results from the raw data with the aim of addressing the research questions and objectives (Mohajan, 2017:5). The data for the current study was captured on an Excel spreadsheet and later analysed using a Statistical Package for Social Sciences (SPSS) Version 28.0. The results obtained from SPSS were summarised in the form of frequencies and percentages using tables and graphs. Descriptive statistics including mean scores and standard deviations were performed. Exploratory factor analysis was computed to determine the validity and reliability of the constructions of the measuring scales for this study. Pearson's correlation coefficient was computed to determine the strength and relationship between the variables of organisational culture on psychological safety, affective commitment, and OCB at selected SETAs in South Africa.

1.8 SIGNIFICANCE OF THE STUDY

Investigating organisational culture and its impact on psychological safety, affective commitment, and OCB in South Africa may assist public sector organisations in enriching their organisational culture practices and adjusting their focus on the most important cultural types that can lead to positive employee behaviours (Wambui & Gichanga, 2018:2078). The significance of the current study are as follows:

- The current study could contribute to the existing body of knowledge on organisational culture, psychological safety, affective commitment, and OCB, especially in the South African context.
- The findings of this study may be used to guide organisations in increasing the level of employee psychological safety, affective commitment, and OCB in public sector organisations.
- This study could serve as a guide for public sector policymakers to reconsider their organisational culture to foster a favourable working environment to encourage positive employee commitment.

1.9 SCOPE AND DELIMITATIONS OF THE RESEARCH

This study falls within the subject, human resource management, with the focus on organisational culture regarding psychological safety, affective commitment, and OCB. The organisation (SETA) under investigation falls within the public sector. The geographical delimitation for this study is the Gauteng province in South Africa. The study mainly focuses on permanent staff from the six selected SETA offices, namely Agricultural Sector Education Training Authority (AgriSETA), FoodBev Manufacturing (FOODBEV) SETA, Fibre Processing and Manufacturing Sector Education and Training Authority (FP&M SETA), Insurance Sector Education and Training Authority (INSETA), Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA) and Wholesale and Retail Sector Education and Training Authority (W&R SETA).

The study was limited to six SETA offices in a particular province in South Africa, namely the Gauteng province. The study was also limited in terms of research design and methodology. That is, a quantitative research approach, and a survey questionnaire were used to collect data. For these reasons, the results of this study were not generalised to all SETAs in South Africa.

1.10 OUTLINE OF THE DISSERTATION

This dissertation consists of the following five chapters:

Chapter 1: Introduction to the Study

This introductory chapter provided the background to the study, the problem statement, and motivation for the study. The chapter outlined the research objectives and research questions that guided the study. Chapter 1 provides an overview of the research design and the methodology that was used to answer the research questions for this study. The significance of the study and definitions of the key terms were also provided in this chapter. The chapter concludes with an outline of the mini-dissertation.

Chapter 2: literature Review

Chapter 2 focuses on a review of relevant literature and theories related to the concepts under investigation for this study. The chapter begins with a review of literature related to the concept organisational culture including the several types of organisational culture. Next, a review of literature on psychological safety and its relationship with organisational culture, followed by literature on affective commitment and its relationship with organisational culture. Literature on OCB and its relationship with organisational culture was reviewed. The theoretical framework and conceptual framework forms part of the literature study which assisted the researcher to identify concepts that were empirically investigated.

Chapter 3: Research Design and Methodology

This chapter provides the research design and methodology that was employed to address the research objectives and questions for this study. The chapter begins with the research paradigm that underpinned the current study, followed by a discussion of the methodological choice adopted for this study. Next, the research approach and research design adopted to answer the research questions for this study was set out. The population and sampling techniques employed in this study are discussed as well as the data collection procedures, research instrument, reliability, and validity of the research instrument and data analysis techniques adopted in this study. The chapter concludes with the ethical considerations for the current study.

Chapter 4: Analysis and Interpretation of Research Results

Chapter 4 presents and discusses the findings of the quantitative data that was collected from the participants for the purposes of the current study. The chapter begins with the presentation of results from the participants demographic information. Followed by a descriptive analysis of organisational culture, psychological safety, affective commitment, and organisational citizenship behaviour. The chapter further presents and analyses results from a reliability test, descriptive statistics, correlation analysis and concludes with a one-way analysis variance (ANOVA) parametric testing.

Chapter 5: Summary and Conclusions

This chapter provides a summary of the main findings of the current research. From these findings, conclusions were drawn, and constructive recommendations made. The chapter highlights the limitations of this study and concludes with avenues for future research.

1.11 SUMMARY

This introductory chapter provided the background to the current study, the problem statement and motivation for the study. The research objectives and research questions that guided the current study were outlined and an overview of the research design and the methodology that was used to answer the research questions for the current study was provided. The significance of the study and definition key terms were also provided in this chapter. The chapter concluded with an outline of the dissertation. The next chapter focuses on a review of relevant literature and theories related to the concepts under investigation for this study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter provided the introduction and background of the current study. This chapter focuses on a review of relevant literature and theories related to the concepts under investigation for the study. The chapter begins with a review of literature related to the concept organisational culture including the several types of organisational culture. Next, a review of literature on psychological safety and its relationship with organisational culture, followed by literature on affective commitment and its relationship with organisational culture. Literature on OCB and its relationship with organisational culture was reviewed. The chapter concludes with the theoretical framework for the current study.

2.2 ORGANISATIONAL CULTURE

The term 'organisational culture' was derived from the concept of 'culture' which is enrich by anthropological, historical, sociological, and psychological perspectives (Jahan *et al.*, 2022:276). Hofstede (2011:18) defines culture as "the collective programming of the mind that differentiates members of one group or category of people from others". Some of the definitions of culture as published by Kroeber and Kluckhohn (1952:225), include "a people's total way of life", "the collection of values for adjusting to both the external environment and other workers", and "the behaviour map or matrix". During the 1980s and 1990s, studies on organisational culture emerged that remained within the purview of measurement and control mechanisms (Jahan *et al.*, 2022:277).

Organisational culture is commonly defined as:

"A pattern of shared basic assumptions that a group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 2010:12).

Nam and Kim (2016:1107) referred to organisational culture as a culture formed in accordance with organisational goals by sharing what has been learnt, and it includes all an organisation's values, activities, philosophy, and ideals. Organisational culture serves as a social bond, binding employees together and making them feel a part of the organisational environment (Wambui & Gichanga, 2018:2). Organisational culture is critical, since it is frequently subject to strategic changes (Mahmmud, Hassah & Shaharudinc, 2019:251). Every organisation, from its inception, lives and operates within a specific cultural framework, gradually developing its own culture that is appropriate for the organisation in the long run (Ingelsson, Bäckström & Snyder, 2018:276; Nanayakkara & Wilkinson, 2021:133). Elifneh and Embilo (2023:2) contend that organisations with strong cultures are more successful compared to those with weak cultures because of the unity of the employees as they hold common values and beliefs.

Over the last three decades, organisational culture has been a prominent issue in business and management research due to its potential to influence a range of organisational and individual factors, such as employee psychological safety, OCB, job performance, commitment, turnover, loyalty, and satisfaction (Acquah *et al.*, 2020:46; Jahan *et al.*, 2022:272). Qianqian and Zhihua (2020:250) observe that organisational culture can create a friendly, family-like work environment and care about employee development, which is appealing to some employees who seek employment ability, personal value, and career development. Elifneh and Embilo, (2023:3) affirm that maintaining a strong organisational culture is essential for superior employee performance and organisational performance.

Research has concurred that organisational climate plays a primary role in modelling employees' behaviour, performance, psychological safety, affective commitment, and OCB through the collective efforts of individual employees in the organisation (Elifneh & Embilo, 2023:3; Joseph & Kibera, 2019:1). Mzangwa (2019:9) observed that the organisational cultural perspective is an organisational philosophy with its own main beliefs that confront the rational perspectives of decision-making methods and worker behaviour. Research has shown that organisations with strong cultures have a significant influence on employee affective commitment, while those with weak

cultures have a negative impact on employee psychological safety, affective commitment, and OCB (Ng, 2022:5; Paais & Pattiruhu, 2020:578).

2.2.1 Types of organisational culture

Organisational culture can be classified into four types, namely clan, adhocracy, market, and hierarchy culture (Durgadevi & Vasantha, 2017:317). Mzangwa (2019:7) maintains that the organisational culture includes norms of behaviour, artefacts, values, beliefs, assumptions, perceptions, and patterns of behaviour. The entire organisation, including its informal components, is subject to organisational culture. However, when it comes to investigating the effect of specific cultural dimensions, the results remain conflicting. For example, Durgadevi and Vasantha (2017:318) discovered that clan culture and hierarchy cultures improve employee commitment and performance. According to Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle (2016:32), adhocracy culture has a positive effect, hierarchy culture has a negative effect, and clan culture has a positive effect on employee behaviour. The four dimensions of organisational culture and their influence on employee psychological safety, affective commitment, and OCB are discussed Sections 2.2.1.1 to 2.2.1.4.

2.2.1.1 *Clan culture*

A clan is a kinship-based community made up of patrilineal households descended from a (self-proclaimed) common male ancestor (Greif & Tabellini, 2017:1). Clan culture includes blood ties among members, worship of common ancestors, the construction of ancestral halls, and genealogical compilations (Huang, Ma & Wang, 2022:2). In other words, clan culture is a family-like corporate environment that values consensus and shared goals and values (Elifneh & Embilo, 2023:2). Of the four major corporate culture models, clan culture is the most collaborative and least competitive (Huang *et al.*, 2022:2). The primary focus of clan culture is to improve relationships and give employees more freedom to do their jobs (Nanayakkara & Wilkinson, 2021:138). Organisational leaders actively engage with employees and care about their well-being. Employees believe they have a voice in decision-making and can contribute to the organisation's goals. Clan culture is characterised by teamwork, loyalty, personal and corporate commitment, extensive support, interaction, and socialisation (Chennattuserry, 2022:51).

Clan culture can have a long-term imprinting effect on employees' long-term values, influencing their psychological safety, affective commitment, and OCB (Huang *et al.*, 2022:2). Xiong, Wang, Cui, and Wang (2021:99) argue that employee recognition and cohesion with colleagues have a significant influence on employees' psychological safety, affective commitment, and OCB. Similarly, Klimas (2016:91) states that an organisational culture that encourages and facilitates collaboration is critical for developing long-term inter-organisational relationships and increasing employee commitment.

2.2.1.2 *Adhocracy culture*

Adhocracy culture is an externally oriented and dynamic structure organisational culture type (Elifneh & Embilo, 2023:2). The adhocracy culture fosters self-motivated, entrepreneurial creativity, and innovative work environments by encouraging individual initiative and providing autonomy to those willing to take risks (Mohd Isa *et al.*, 2016:2). Adhocracy culture is based on employees' ability to adapt quickly to changing circumstances (Porcu, Del Barrio-Garcia, Alcántara-Pilar & Crespo-Almendros, 2017:122). Arditi, Nayak, and Damci (2017:36) contend that adhocracy culture encourages creativity, experimentation, innovation, and individual initiative. Misigo, Were, and Odhiambo (2019:85) characterised adhocracy culture as an environment that thrives on modelling innovative ideas and the acquisition of new knowledge and resources. Individualism in the workplace is important as innovation and creativity are major expectations in daily tasks (Nanayakkara & Wilkinson, 2021:138).

Research shows that adhocracy culture has a positive and significant effect on employee commitment, psychological safety, and OCB (Elifneh & Embilo, 2023:3; Naranjo-Valencia *et al.*, 2016:33). The reasons being that adhocracy culture is characterised by an innovative organisation—it encourages entrepreneurial mindset, imitation, creativity, and risk taking (Naranjo-Valencia *et al.*, 2016:31). Misigo *et al.* (2019:99) found that adhocracy culture, among other things, has a significant impact on organisational performance and success since it affects employee psychological safety, affective commitment, OCB, job satisfaction, and performance. Naranjo-Valencia *et al.* (2016:37) affirm that adhocracy culture has a positive effect and a significant relationship with employee psychological safety.

2.2.1.3 *Market culture*

Market culture emerges during times of stability and control, and employees in this culture are success-oriented, prioritising personal interests over organisational goals, and emphasising the concept of commitment, psychological safety, performance, and efficiency (Elifneh & Embilo, 2023:5). Cameron and Quinn (2006:39) classify market culture as a result-oriented workplace that places a premium on winning and outperforming the competition. Market culture focuses on the external environment and emphasises effectiveness, efficiency, and competitiveness (Nanayakkara & Wilkinson, 2021:137). In other words, the primary focus is on how to compete and achieve set goals in the face of unfavourable external factors, such as labour regulations and trade unions. Motivational factors include competition and successful achievement, while control, efficiency, and stability assess the organisation's effectiveness.

The organisation is focused on increasing its competitive position in this type of culture, and management's primary task is to drive the organisation towards productivity (Joseph & Kibera, 2019:2). Positive employee psychological safety, affective commitment, and OCB are important determinants of organisational performance, productivity, and competitive advantage.

2.2.1.4 *Hierarchy culture*

A hierarchy culture emphasises internal maintenance and strives for stability and control through clear task assignment and strict rule enforcement (Osborne & Hammoud, 2017:53). In other words, this culture type focuses on organisation uniformity, and strong control through empowering coordination, evaluation, and a formalised structured environment (Cameron & Quinn, 2006:37). The primary focus is on internal organisation and organisational stability and controllability (Qianqian & Zhihua, 2020:253). Order, security, rules, and regulations are common motivators, whereas efficiency, control, and stability assess the effectiveness of the organisation ((Elifneh & Embilo, 2023:5). According to Alas, Ubius, and Vanhala (2015:1), a hierarchy organisational culture is characterised by a formalised and structured workplace, effective leaders who function as good coordinators and organisers, a smoothly running organisation, and the organisation's long-term concerns

(predictability, stability, and efficiency). Durgadevi and Vasantha (2017:316) discovered that a hierarchical culture improves employee commitment and performance.

2.3 PSYCHOLOGICAL SAFETY

The first definition of psychological safety appears in the Maslow hierarchy of needs. Maslow, Hirsh, Stein, and Honigmann (1945:21) define psychological safety as "a kind of feeling of confidence, safety, and freedom detachment from fear and anxiety, in particular, it contains the feeling that a person meets current and future needs". Psychological safety is a cognitive construct used to describe a person's perceived safety and confidence in the face of organisational change (Ramalho & Porto, 2021:166). Remtulla *et al.* (2021:2) describe psychological safety as individuals feeling safe expressing themselves in the workplace without fear of embarrassment or criticism from others. Edmondson (1999:350) provides a concise definition of psychological safety as an individual feeling empowered to ask questions, admit mistakes, or express concerns without fear of repercussions from their team. Psychological safety was conceptualised in this study as employees' awareness of their high freedom to express themselves without fear of harming their self-image, organisational status, or career development.

Employees may explain things, predict possible outcomes, and even engage in the next appropriate behaviour based on their perceptions of organisational culture and climate (Chen, Gao, Zheng & Ran, 2015:433). Chen *et al.* (2015:433) further point out that employees can refer to psychological safety when they perceive the organisational culture and working environment to be beneficial to their own well-being. Research (Edmondson, 1999:350; Newman, Donohue & Eva, 2017:521; Ramalho & Porto, 2021:166) has identified that psychological safety benefits employees and the organisation in different ways, such as increasing the likelihood that a process innovation attempt will be successful, enhances positive OCB, increases the amount members learn from mistakes, increases employee engagement and commitment, and improves team innovation.

2.3.1 Relationship between organisational culture and psychological safety

How to cope with and reduce organisational uncertainty and interpersonal risk from individual psychological perspectives is a critical research topic in the fields of organisational management and social psychology (Chen *et al.*, 2015:433). The employee must deal with various aspects of uncertainty and interpersonal risk in the workplace, according to the uncertainty management theory (Wang & Zhou, 2021:3). Uncertainty influences an individual's cognition, emotion, and behaviour, and even restricts the individual's self-consciousness (Chen *et al.*, 2015:433). A psychologically unsafe workplace reduces mutual trust and forces employees to deal with anxiety and pressure on their own (Lyman, Gunn & Mendon, 2020:831). Kirk-Brown and Van Dijk (2016:1627) concur that a psychologically safe atmosphere promotes a flexible working environment characterised by mutual trust, safety, and respect.

Individual characteristics, such as psychological safety play a vital role in the sustainability of an organisation (Wambui & Gichanga, 2018:2077). Research has affirmed that employees with positive psychological empowerment go beyond their responsibilities to be committed to an organisation (Abdulrab *et al.*, 2018:1; Singh & Singh, 2019:937). When employees believe their organisation or supervisor values their contributions and well-being, they perceive organisational culture or supervisor support at work (Thakre & Mathew, 2020:46). Employees' strong exchange relationships with the organisation and its representatives can demonstrate this support at work. Employees who perceive organisational culture are more likely to feel psychologically empowered (Maan *et al.*, 2020:3).

Although several studies have been conducted to investigate the relationship between organisational culture and psychological safety, there is still little being said about public sector organisation, especially in the South African context. The current study seeks to fill this research gap by determining the relationship between organisational culture and psychological safety at selected SETAs in South Africa.

2.4 AFFECTIVE COMMITMENT

Organisational commitment is a person's attitude toward the organisation in the form of loyalty and achievement of the organisation's mission, vision, values, and goals (Ardiansyah, 2019:259). Choiriyah and Riyanto (2021:1022) describe and define organisational commitment as each person's connection to the company and their actions regarding the organisation. Organisational commitment can grow as employees develop emotional ties to the organisation, which include moral support, acceptance of the organisation's values, and determination to serve the organisation (Ardiansyah, 2019:2). Organisational commitment can be classified into three types: affective commitment; continuance commitment; and normative commitment (Allen & Meyer, 1990:4; Pacheco, Coello-Montecel & Tello, 2023:4). The most prevalent approach of organisational commitment in the literature is affective commitment which is to consider an effective or emotional attachment to the organisation the individual is associated with (Almutairi, 2020:2; Ashfaq, Abid & Ilyas, 2021:963; Pacheco *et al.*, 2023:3). In this regard, this study focuses on affective commitment since it relates to employee psychological behaviour and actions.

Affective commitment is an employee's emotional attachment and involvement in the organisation in the form of feelings of love for the organisation (Anwar & Shukur, 2015:65). Meyer and Allen (1991:67) define the concept affective commitment as “emotional attachment to, identification with and involvement in the organisation”. Affective commitment relates to both the employee's willingness to go beyond the call of duty and the employee's desire to stay a part of that organisation (Funmini, 2018:539). Employees with high affective commitment have a strong sense of belonging and a low turnover intention and behaviours; they are more willing to perform organisational citizenship behaviours and are more dedicated to making efforts to serve the organisation than those with a low affective commitment (Elifneh & Embilo, 2023:4; Khanam & Tarab, 2023:115; Long *et al.*, 2022:2). Leijten, Dos Reis, Sim, Verburg, and Meyfroidt (2022:209) found that employees with a higher affective commitment are more likely to volunteer to work outside of their assigned responsibilities. An employee who has a strong affective commitment to the organisation can be identified by characteristics such as trust and acceptance of the

organisation's objectives and values, a strong desire to work for the organisation, and to be a permanent member of the organisation (Ardiansyah, 2019:259).

2.4.1 Relationship between organisational culture and affective commitment

Existing literature have found that high levels of perception of organisational culture results in high levels of affective commitment to the organisation (Gaudet & Tremblay, 2017:663; Long *et al.*, 2022:3; Tremblay, Gaudet & Vandenberghe, 2019:417). According to Osborne and Hammoud (2017:53), the key aspect in determining an employee's participation in an organisation is their level of employee affective commitment. Estigoy, Sulasula, and Guodu (2020:161) define employee commitment as the sense of unity and loyalty they have for the company. Building stable personal relationships is the most important aspect of a South African organisational culture since the majority of South Africans want to trust the person with whom they are dealing (Babalola, Du Plessis & Babalola, 2021:3). Cultures are built on deeply held beliefs and values and changing them can cause friction and employees to resist change (Babalola *et al.*, 2021:3). A strong culture exists when there is a high level of agreement and commitment among the members of an organisation on the importance of these values. A weak culture exists in an organisation whose members do not agree or are not committed to the core values.

The relationship between organisational culture and employee commitment is critical for an organisation's success (Elifneh & Embilo, 2023:3). Elifneh and Embilo (2023:13) found that all four types of organisational culture, namely clan, adhocracy, market, and hierarchy cultures have a significant influence on employees' affective commitment. Long *et al.* (2022:4) found that organisational culture has a direct impact on employees' affective commitment. Acquah *et al.* (2020:45) investigated the influence of organisational culture on organisational commitment in Ghana and discovered that the participants preferred clan culture, possibly because its operation is more like a family, it places value on cohesion and a humane working environment, has group commitment and loyalty. Acquah *et al.* (2020:47) go on to discover that when compared to the other types of culture, clan culture has the most significant relationship to affective commitment. Similarly, Acquah *et al.* (2020:46) discovered that females were more motivated towards affective commitment within the organisation than their male counterparts. Long *et al.* (2022:4) observe that

employees with a high level of affective commitment have a more positive work attitude, feel psychologically safe and have a high likelihood of engaging in OCB.

Although research have been conducted to investigate the relationship between organisational culture and affective commitment, there seems to be little consensus between scholars. Only a few studies (Mzangwa, 2019:4; Muleya *et al*, 2022; Yoshikawa & Hu, 2017), however, have been conducted to investigate the relationship between organisational culture and affective commitment in organisations in the public sector, especially in the South African context. The current study is positioned to determine the relationship between organisational culture and affective commitment in selected SETAs in South Africa.

2.5 ORGANISATIONAL CITIZENSHIP BEHAVIOUR

The concept of OCB was initially coined by Organ (1988), who defines OCB as “an individual behavior (sic) that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. Grego-Planer (2019:1) refers to OCB as employee behaviours that are not subject to a formal system of obligations, however, have a positive impact on the organisation's functioning. Ardiansyah (2019:258) describes OCB as an employee contribution to work voluntarily beyond the demands of the organisation or what is required by organisations to support the organisation's effective operation. In other words, OCB occurs when an employee wishes to do something beyond what has been described with sincerity, but without reward.

An employee who believes they are 'citizens' of their organisation, like a citizen of a state, takes voluntary actions that benefit not only their colleagues, but also the organisation. Employees performing these voluntary actions without expecting to be rewarded and are motivated by a desire to help their coworkers and the organisation (Glińska-Neweś & Szostek, 2018:45). It is critical that as many employees as possible exhibit behaviours that go beyond the formal scope of tasks in today's extremely fast-growing, yet also extremely complex organisations. Glińska-Neweś and Szostek (2018:45) affirm that OCBs are employee behaviours that are not part of an individual job description, are not included in an employee contract, and are beneficial to organisational performance. Hence, employees perform duties not listed in their job

description without expecting rewards, motivated by willingness to support their workmates and the organisation (Grego-Planer, 2019:1).

2.5.1 The relationship between organisational culture and organisational citizenship behaviour

Several studies in the organisational literature have identified the importance of OCB. OCB has shown to increase knowledge sharing and affective commitment (Grego-Planer, 2019:3; Yoshikawa & Hu, 2017:101). Other authors (Syahrizal, 2020:1) contend that OCBs displayed by employees improve team and group cohesion and contribute to overall organisational performance. Studies have shown that there is a significant relationship between OCB and affective commitment (Grego-Planer, 2019:3; Syahrizal, 2020:1). Long *et al.* (2020:2) demonstrate a positive relationship between organisational culture and OCB, as well as affective commitment and OCB. Durgadevi and Vasantha (2017:316) found that clan culture has a positive effect and a significant relationship with employee behaviours, including OCB. Similarly, Beyene (2018:14) discovered that hierarchy culture has a positive effect and a significant relationship with OCB, employee behaviour, and performance.

Fewer studies (Chandler, Heidrich & Kasa, 2017:284; Kim, 2019:99; Saad, & Abbas, 2018:209) have been conducted to investigate the relationship between organisational culture and OCB in organisations in the public sector, especially in the South African context. The current study is positioned to determine the relationship between organisational culture and OCB at selected SETAs in South Africa.

2.6 THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE, PSYCHOLOGICAL SAFETY, AFFECTIVE COMMITMENT, AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Employees are expected to reciprocate in accordance with how the organisation perceives its culture (Aldrin & Yunanto, 2019:129). Employees that have a positive perception of the organisational culture will feel at ease and content with their work, which will motivate them to engage in corporate citizenship behaviours. This is supported by several studies that indicate that the association between organisational culture and OCB is mediated by work satisfaction (Pacheco *et al.*, 2023:4; Suparjo & Darmanto, 2015:290). Employee commitment is a well-known vital component of

employees' overall behaviours and has a significant impact on how successfully employees accomplish their work (Aldrin & Yunanto, 2019:129).

Both personal (such as seniority and education) and organisational (such as organisational culture and leadership integrity) characteristics can predict affective commitment (Li *et al.*, 2022:1574). According to Benevene, Dal Corso, De Carlo, Falco, Carluccio, and Vecina (2018:1), employees with high psychological safety felt supported by their firm and were more inclined to express themselves, which boosted their commitment. Ampofo (2020:254) found a positive correlation between affective commitment and psychological safety in a medical context. Research has shown that employee psychological safety and affective commitment are associated (Almutairi, 2020:1; Ashfaq *et al.*, 2021:964; Pacheco *et al.*, 2023:4).

A strong culture will exhibit agreement among its members, which creates attachment, loyalty, and commitment and lowers employees' desire to leave the company (Aldrin & Yunanto, 2019:129). Li *et al.* (2022:1574) found a positive relationship between psychological safety and affective commitment. Jehanzeb (2020:637) reported a significant positive relationship between organisational commitment and OCB. Findings by Grego-Planer (2019:14) reveal that employees who display dimension of affective commitment also feel the obligation to respect the organisational culture as well as display citizenship behaviour. Aldrin and Yunanto (2019:129) found that organisational culture is related to OCB.

Although research have been conducted to investigate the relationship between organisational culture, psychological safety, affective commitment, and organisational citizenship behaviour, only a few studies (Almutairi, 2020:3; Ashfaq *et al.*, 2021:963; Grego-Planer, 2019:3; Pacheco *et al.*, 2023:4) have been conducted in organisations in the public sector, especially in the South African context. The current study is positioned to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETAs in South Africa.

2.7 THEORETICAL FRAMEWORK

A theory, in scholarly research, is the essential basic and central building block and rational explanation for why things interact with each other (Ngulube & Mathipa, 2015:6). Swanson (2013:22) postulated that theory is formulated to explain, predict, and understand a phenomenon and in many cases, to challenge and extend existing knowledge within the limits of the critical bounding assumption. Different theories of organisational culture have been advanced for different studies in the field of organisational culture research. Some of these theories include the complexity theory (Popper, 1963) and the competing values framework (Cameron & Quinn, 2006:35). Among these theories, Cameron and Quinn's (2006:35) competing value theory is at the forefront. For the purposes of the current study, the competing value framework (Cameron & Quinn, 2006:35) was adopted to elucidate the influence of organisational culture on psychological safety, affective commitment, and OCB at selected SETAs in South Africa.

2.7.1 Competing value framework

The competing value framework is one of the most widely accepted frameworks developed to distinguish dimensions, or theories, of organisational culture (Nanayakkara & Wilkinson, 2021:136). This framework was first introduced to understand the values that underpin organisational effectiveness, and was later expanded to understand organisational forms, organisational life-cycles, and leadership roles (Quinn & Rohrbaugh, 1981:123). Cameron and Quinn's (2006:38) competing value framework is the most used descriptive framework for identifying different types of organisational culture and their influence on employees' work attitude and behaviours (Chandler *et al.*, 2017:284; Corfield & Paton, 2016:88). The competing value framework holds that a powerful culture governs an organisation's behaviour (Mzangwa, 2019:9). In the competing value framework, Cameron and Quinn (2006:35) identified four dimensions of organisational culture, namely clan culture, adhocracy culture, market culture, and hierarchy culture.

The competing value framework was considered appropriate for the current study as it shows different levels of organisational culture and explains the importance of the various levels of shaping employees' attitudes and behaviours, such as psychological safety, affective commitment, and organisational citizenship. The competing value framework aligns with universally accepted cultural themes—a shared pattern of basic assumptions used by the organisation in outer adaptation and internal integration, which is assumed to be valid and when new recruits are taught the correct way to identify, consider, and sense in relation to those problems (Jahan *et al.*, 2022:280; Schein, 1989:267). The parameters of the competing value framework consist of internal versus external focus and levels of control (stability) versus flexibility focus (Cameron & Quinn, 2006:35). The conceptual model of the competing value framework is provided in Figure 2.1 below.

Flexibility and discretion			
Internal focus and integration	Clan (collaborate) culture	Adhocracy (create) culture	External focus and differentiation
	• Mentoring • Naturing • Participation • Friendly like extended family	• Dynamic • Entrepreneurial • Innovation • Risk taking	
	Hierarchy (control) culture	Market (compete) culture	
	• Structure • Control • Coordination • Efficiency	• Result oriented. • Get the job done • Values completion • Achievement	
Stability and control			

Figure 2.1: Competing value framework

Source: Cameron and Quinn (2006:52)

2.7.2 Proposed research model

The proposed research model for the current study is based on the competing value framework (Cameron & Quinn, 2006:52) and the relationship between organisational culture and psychological safety, affective commitment, and OCB.

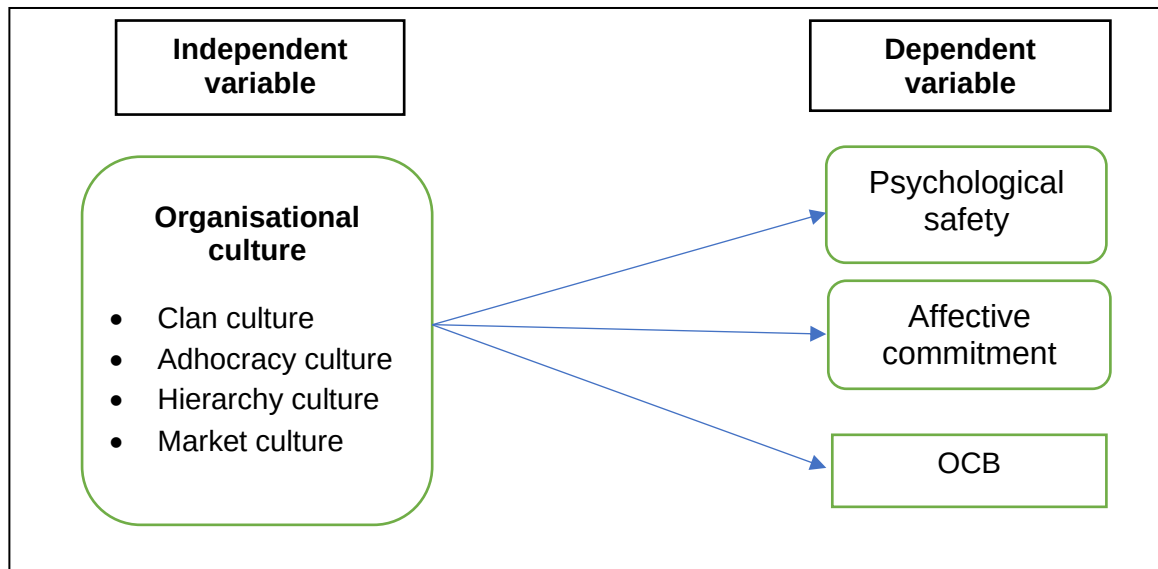


Figure 2.2: Proposed research model on the influence of organisational culture on psychological safety, affective commitment, and OCB at selected SETAs in South Africa

Source: Author's own (2023)

2.8 SUMMARY

This chapter focused on a review of relevant literature and theories related to the concepts under investigation for the current study. Research (Chandler *et al.*, 2017:284; Kim, 2019:99; Saad & Abbas, 2018:209) has shown that organisations with strong cultures have a significant influence on employee affective commitment, while those with weak cultures have a negative impact on employee psychological safety, affective commitment, and OCB. Literature (Almutairi, 2020:2; Ashfaq *et al.*, 2021) has identified four dimensions of organisational culture and their influence on employee psychological safety, affective commitment, and OCB, which are discussed in

Sections 2.2.1.1 to 2.2.1.4. The four types of dimensions are clan-, adhocracy-, market-, and hierarchy culture. Research (Grego-Planer, 2019:2; Pacheco *et al.*, 2023) has shown that employee psychological safety and affective commitment are associated. Literature (Mzangwa, 2019:2; Saad & Abbas, 2018:208) also observed that employees with a high level of affective commitment have a more positive work attitude, feel psychologically safe and have a high likelihood of engaging in OCB.

Only a few studies (Muleya *et al.*, 2022; Yoshikawa & Hu, 2017), however, have been conducted to investigate the relationship between organisational culture, psychological safety, affective commitment, and OCB in organisations in the public sector, especially in the South African context. The current study is positioned to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETAs in South Africa. The next chapter focuses on the research design and methodology that was employed to address the research objectives and questions for the current study.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGIES

3.1 INTRODUCTION

The previous chapter focused on a review of relevant literature and theories related to the concepts under investigation for the current study. This chapter provides the research design and methodology that were employed to address the research objectives and questions for this study. The chapter commences with the research paradigm that underpinned this study, followed with a discussion of the methodological choice adopted and the research approach and research design adopted to answer the research questions for this study. The population and sampling techniques employed are discussed. The data collection procedures, research instrument, reliability and validity of the research instrument, and data analysis techniques adopted are discussed. The chapter concluded with the ethical considerations for the current study.

3.2 RESEARCH PARADIGM

A research paradigm is defined as “a basic set of beliefs or worldview that guides research action or an investigation” (Guba & Lincoln, 1994:105). Kivunja and Kuyini (2017:26) refer to research paradigm as the abstract beliefs and principles that shape how a researcher sees, interprets, and acts in the world. A research paradigm is a set of beliefs about the nature of the (social) world, what can be understood about it, and how society can learn from it. It is the conceptual lens through which the researcher examines the methodological aspects of their research project to decide on the research methods to be used and how the data is to be analysed (Kivunja & Kuyini, 2017:26). Guba and Lincoln (1994:106) identify four elements of research paradigm, namely epistemology, ontology, methodology, and axiology. These elements comprise the basic assumptions, beliefs, norms, and values that each research paradigm holds (Guba & Lincoln, 1994:106). Lincoln, Lynham, and Guba (2011:97) outline the fundamental beliefs of five alternative inquiry paradigms in social science research: positivism; post-positivism; critical theory; constructivism; and interpretivism. The current study adopted a positivist paradigm.

3.2.1 Positivism

A positivist paradigm assumes that there is only one objective reality that is separated from the researcher's perceptions (Creswell, 2014:201). Ryan (2018:47) describes positivism as the main approach to the character of theory in research, which is deductive, and includes empirical testing of theories. The current study uses quantitative data, focuses on hypothesis testing, and the research goal is to extrapolate findings from the study sample to a larger population. Furthermore, interpretivism is described as the main approach to the character of theory in research as inductive, with data-driven theory formation. The study uses qualitative data and focuses on generating theories. A further research goal is to generalise from one situation to the next.

Positivism paradigm was considered appropriate for the current study, due to its quantitative nature. With the positivist paradigm, the researcher is independent of the phenomenon under investigation does not affect nor is affected by the phenomenon (Maarouf, 2019:2). Kivunja and Kuyini (2017:30) state that positivism is a scientific technique that entails a process of experimentation to investigate annotations and provides answers to the questions. A positivism paradigm was considered appropriate for the current study as the foundation of positivism is the belief that knowledge may be discovered by objective observations and measurements (Jansen, 2023:1). In other words, positivism holds that research answers can be found by carefully collecting, measuring, and analysing data, particularly numerical data (Jansen, 2023:1). The aim of the current study is to investigate the relationship between organisational culture and psychological safety, affective commitment, and OCB at selected SETAs in South Africa using quantitative research methods.

3.3 METHODOLOGICAL CHOICE

Research methodology is referred to as the systematic process of seeking answers to the research problem (Kothari, 2004:8). Grbich (2013:4) define research methodology as “the process involves outlining the framework of ideas and principles on which the research procedures and strategies are based”. According to Saunders, Lewis, and Thornhill (2007:117), researchers might use either a deductive or an inductive approach to their work.

In inductive research, data is first gathered, and once the data has been analysed a theory is generated. In deductive research, first a hypothesis is developed, thereafter the research is planned in such a way that a theory is tested (Proudfoot, 2023:308). For the current study, a deductive reasoning was followed. Quantitative methodologies generate hypothesised correlations and suggest study outcomes to test theory deductively from the existing body of knowledge. Okoli (2023:303) explains that “quantitative researchers tend to make statistical generalizations (sic), which involve generalizing (sic) findings and inferences from a representative statistical sample to the population from which the sample was drawn”.

A deductive approach was considered appropriate for the current study since it provides the researcher with an opportunity to explain the relationships between variables, the possibility of evaluating ideas and concepts quantitatively, and the possibility of applying the research findings to a broader setting. The empirical investigation was conducted through a survey or a self-administered questionnaire with employees from selected SETAs in South Africa. Quantitative research methods were used in the study to answer the research questions. The justification for using quantitative methods was that it provided a holistic approach to the research objectives to find answers and added insights and understanding that would otherwise be missed.

3.4 RESEARCH APPROACH

Research approaches are a collection of procedures and plans that govern the overall research process (Solanki, 2022:1). The research methodology determines the methods for data collection, analysis, and interpretation. According to Creswell (2014:32), there are three research methods, namely qualitative, quantitative, and mixed methods.

The qualitative research method seeks an in-depth understanding of the basic reasons and the rationale for actions and establishes how humans interpret their experiences and the world around them (MacDonald & Headlam, 2014:7). One of the advantages of qualitative research methods is that it allows the researcher to gain an in-depth understanding into the constructions of reality and the nature of the universe as it is

experienced, structured, and interpreted by humans in their everyday lives (Cropley, 2023:5).

A quantitative research method, on the other hand, is viewed as a research approach used to study differences in the variables being investigated, as well as the cause-and-effect relationship between the variables (Cropley, 2023:5). A mixed method research approach is aimed at offering a framework for combining quantitative and qualitative research methods (MacDonald & Headlam, 2014:3). Cropley (2023:18) refers to mixed methods as a research design that involves a combination of quantitative and qualitative research methods in a single research effort.

3.4.1 Choice of research methodology

For the current study, a quantitative research method was adopted. The quantitative approach was chosen since it adheres to the positivist research paradigm and relies on the collection and analysis of quantitative data. The main goal of quantitative research is to measure causal relationships using a value-free framework (Maarouf, 2019:2). Quantitative research is characterised by deductive approaches to the research process and aimed at providing and lending credence to existing theories (Antwi & Kasim, 2015:222). The goal of quantitative research is to generalise the truth found in the samples to the population (Creswell, 2014:9). The quantitative research method was considered appropriate for the current study since the research aimed to investigate the cause and effect between organisational culture on psychological safety, affective commitment, and OCB in selected SETAs in South Africa.

3.5 RESEARCH DESIGN

A research design is a plan, structure, and strategy of investigation used to generate answers to research questions (Kabir, 2016:112). In the current study, the correlation research design was adopted. The purpose of correlational research is to determine the relationship between two or more variables. In essence, correlational research analyses how closely the variables are related; there is no manipulation of the variables (Queirós *et al.*, 2017:369). The correlation research design was considered appropriate for the current study, since the research aimed at investigating the relationships between organisational culture on psychological safety, affective commitment, and OCB at selected SETAs in South Africa.

The research strategy that was followed in the study is a deductive method. The deductive approach indicates that it moves from the general to the specific, since it starts with a theory, draws hypotheses from it, tests those hypotheses, and modifies the theory (Woiceshyn & Daellenbach, 2018:181). The reason for adopting the deductive method is that it progresses from the broad to the specific, it is casually referred to as the top-down approach and the conclusion follows logically from the data given.

3.5.1 Time horizon

The time horizon describes the time required to complete the project work. There are two different time horizons, namely longitudinal and cross-sectional (Thomas, 2023:1). The cross-sectional time horizon is the one that has already been reputable for the data collection. When there is focus on the study of a certain occurrence at a specific period, this term is used. A longitudinal study is when data is collected over a period of time and is employed when probing change through time is a significant component in the research (Setia, 2016:263).

For the current study, a cross-sectional approach was employed. A cross-sectional study is a research design in which data is collected from many populations at a single point in time (Thomas, 2023:1). In cross-sectional research, variables are observed without being influenced. Cross-sectional studies are frequently faster and less expensive to conduct and are conducted either before a cohort study is planned or as a baseline in a cohort study. The cross-sectional approach provides information on the prevalence of certain outcomes or exposures, which is useful in the design of cohort research (Setia, 2016:261).

3.6 POPULATION

In research, a target population is defined as the entire set of elements that meet the precise criteria established for a research investigation (Alvi, 2016:10). Salkind (2014:185) refers to the research population as a set of individuals who take part in a study and whom the researcher uses to simplify or specify the outcome of the study. The target population for this study comprise all employees in AgriSETA, FOODBEV, FP&M SETA, INSETA, MICT SETA and W&R SETA in the Gauteng province of South

Africa. The total number of employees in the six SETAs in the Gauteng province is estimated to be approximately 342.

3.6.1 Inclusion-exclusion criteria

For inclusion criteria, only permanent staff at all job levels in the selected SETAs were included to participate in the study. For the exclusion criteria, all contract workers, interns, and outsourced securities at the selected SETAs were excluded from participating in the study.

3.7 SAMPLE METHOD/TECHNIQUE AND SAMPLE SIZE

Sampling is the procedure for drawing units of analysis or participants from a population for inclusion in the study (Daniel, 2012:1). In general, sampling techniques can be divided into two types: probability or random sampling; and non-probability or non-random sampling probability (Taherdoost, 2016:20). Sampling means that every item in the population has an equal chance of being included in the sample (Saunders *et al.*, 2007:210). For the current study, a convenience sampling technique was used to determine the sample frame. Sedgwick (2013:2) defined convenience sampling as “a non-probability sampling in which members of the target population meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or willingness to participate are included for the purpose of the study”. Therefore, convenient sampling was considered appropriate for the current study, since participants were easily accessible and geographically close.

A sampling frame is a list of the cases from which the sample was drawn (Taherdoost, 2016:20). Six different SETA offices in Gauteng province were sampled using a cluster sampling technique. Based on the total population of 342 staff, a recommended sample size of 181 participants was determined using Raosoft's (2016) online sample size calculator. A 5% margin of error, with a 95% confidence level was determined. Of the 181 questionnaires distributed, 174 were returned which give a response rate of 96.1%.

3.8 DATA COLLECTION INSTRUMENTS

Data collection is a process of collecting and measuring information on variables of interest in a well-organised systematic way that enables the researcher to answer the research questions, test hypothesis, and evaluate results (Kabir, 2016:202). Data for the current study was collected using a self-administered questionnaire (refer to Appendix B). The questionnaire was based on the Likert scale approach in which participants were asked to respond to questions with the 'agree or disagree' answer. The questionnaire items consist of closed questions, also described as closed-ended questions. The questionnaire comprises of four sections as discussed in the following sections.

Section A: Demographic information

This section consists of five items related to the demographic information of the participants. These questions relate to the gender of the participants, the division of work, by age group, the SETA office, and the level of qualification. The demographic information was collected for statistical purposes as well as for comparing groups.

Section B: Organisational culture survey

The organisational culture survey measures employee perception of organisational culture. The organisational culture survey comprises 20 items adapted from Van der Post, De Coning, and Smit (1997). Participants were asked to respond to the statements through a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. For example, employees in this organisation are not aware of the objectives of the organisation, in this organisation there is little emphasis on doing a good job, and in this organisation, authority to make decisions is only in the hands of senior managers. Previous research (Ibrahim, Aziz, Halim & Sulaiman, 2021; Van der Post *et al.*, 1997) has shown a high-reliability value with a Cronbach's alpha value between 0.726 to 0.802 for this instrument.

Section C: Psychological safety survey

Section C of the questionnaire consists of a 15-item psychological safety survey anchored in a five-point Likert scale that ranges from (1) strongly disagree to (5) strongly agree. The scale was adopted from Edmondson (1999:350-383). Examples of items included in this scale for this organisation are 'I understand what is expected of me' and 'my opinion of myself increases when I do my job well'. Li *et al.* (2022) produced a Cronbach's alpha of 0.700 for the psychological safety scale.

Section D: Affective commitment survey

Section D of the questionnaire consist of eight items regarding the affective commitment scale anchored in a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The scale was adopted from Allen and Meyer (1990:3). Examples of items include: 'I would be very happy to spend the rest of my career with this organisation', 'I enjoy discussing this organisation with people outside it', and 'I really feel as if the problems of this organisation are my own'. Long *et al.* (2022) reported a Cronbach's alpha of 0.930 for this scale.

Section E: Organisational citizenship behaviour scale

The OCB scale is a 20-item checklist adapted from Fox, Spector, Goh, Bruursema and Kessler (2012:205). The scale assesses the frequency of workplace citizenship behaviours using a five-point Likert scale: (1) never; (2) once or twice; (3) once or twice per month; (4) once or twice per week; and (5) every day. Participants are asked to rate how frequently they or others engage in each behaviour (e.g., co-workers or subordinates). Some items ask about altruistic acts that help co-workers with personal or workplace issues (Krastev & Stanoeva, 2013:43). For example, included "pick up meals for others at work", "took the time to advise, coach, or mentor a colleague", and "helped co-workers learn new skills or shared job knowledge". Ibrahim *et al.* (2021) show a high-reliability value with a Cronbach's alpha value of 0.800 for this instrument. In the current study, the Cronbach's alpha value was 0.938.

3.9 MEASURING INSTRUMENT: VALIDITY AND RELIABILITY

The quality of quantitative studies can be assessed using two measures, validity and reliability. Validity is interpreted as the degree to which the measuring instrument accurately measures the items in the questionnaire (De Vos, Strydom, Fouché & Delport, 2011:160). Reliability, on the other hand, is the extent to which the research instrument is free from random error and therefore, measures the internal consistency among the items in the questionnaire (Khalid, Hilman & Kumar, 2012:22). The validity of the measuring scales for the current study was evaluated using an exploratory factor analysis. Reliability was determined using Cronbach's alpha coefficient. Cronbach's alpha reliability coefficient above 0.700 is generally considered valid and acceptable, and values of 0.600 are acceptable in exploratory research (Yong & Pearce, 2013:90). Field (2009:912), however, observed that Cronbach's alpha reliability coefficient values of 0.500 could also be used in the preliminary stages of the research, but interpretation should be made with caution.

3.10 DATA COLLECTION/ FIELDWORK

After obtaining permission from the gatekeepers to conduct research in the various selected SETA offices in the Gauteng province, the human resource management departments at the selected SETA offices assisted with administering the questionnaire to the participants. The questionnaire package consists of an informed consent form (refer to Appendix B) and a participant's information sheet (refer to Appendix A) explaining the purpose of the study as well as the risks and benefits for taking part in the study. The participants were required to sign the informed consent form before proceeding to complete the questionnaire. Clear instructions are giving regarding the return of the completed survey. Participants were given two weeks to complete the questionnaire. A sealed box was placed at a central location (a common room for staff) and the participants were requested to drop the completed questionnaires into the box. The questionnaire took approximately 30 minutes to complete.

3.11 POWER RELATIONSHIPS AND GATEKEEPER INTERVENTION

There was no conflict of interest since the researcher is not an employee nor has a family member or close relative working in any of the selected SETAs included in the current study. Furthermore, the questionnaire was administered by the human resource management departments at the selected SETA offices to avoid conflict of interest.

3.12 DATA CODING AND ANALYSIS

Data analysis is a procedure performed to summarise, organise, and present the results from the raw data with the aim of addressing the research questions and objectives (Mohajan, 2017:5). The data for the current study was captured on an Excel spreadsheet and later analysed using SPSS Version 26.0. The results obtained from SPSS were summarised in the form of frequencies and percentages using tables and graphs. Descriptive statistics including mean scores and standard deviations were performed. An exploratory factor analysis was computed to determine the validity and reliability of the constructions of the measuring scales for this study. Pearson's correlation coefficient was computed to determine the strength and relationship between the variables of organisational culture on psychological safety, affective commitment, and OCB at selected SETAs in the Gauteng province, South Africa.

3.13 ETHICAL CONSIDERATION

Ethical consideration in research includes "voluntary informed consent, liberty of withdrawal from research, protection from physical and mental harm, as well as the risk-benefit balance" (Fouka & Mantzorou, 2011:3). The current study received ethical clearance from the Ethics Committee of the Faculty of Economics and Management Sciences at North-West University (NWU), with ethics number: NWU-00666-23-A4. Permission was obtained to conduct research from the gatekeepers of the selected SETA offices before approaching the participants.

Participants were provided with a cover letter explaining the purpose of the research, and an informed consent form (refer to Appendix A). Only participants who signed the informed consent form were handed a copy of the questionnaire. Participation in the study was anonymous, since participants were free to withdraw from the study at any

time during the data collection process without being penalised. The information provided by the participants remains confidential. Data for this study was accessible by the researcher, research supervisor, and the statistician from the NWU. Both the hard copies and electronic data will be stored for a period of five years. Future use of this data will be subject to a further ethical review and approval, if applicable.

3.13.1 Ensuring anonymity and confidentiality

Confidentiality and the anonymity of the participants were guaranteed, since no personal information, such as a name or identification number were required to participate in the study. The research will adhere to the requirements of the Protection of Personal Information (POPI) Act 4 of 2023 with regards to the minimum standards for accessing and processing of any personal information belonging to another person.

3.13.2 Dissemination of the results of the study

Upon completion of the current study, the researcher will provide all the SETAs selected for this study with a bound copy of the mini-dissertation. The results from the data may be used for other purposes, such as journal articles or conference.

3.14 SUMMARY

This chapter provided the research design and methodology that was employed to address the research objectives and questions for the current study. The study was underpinned by a positivist paradigm. The methodological choice for the current study comprises of a literature study and empirical investigation. A quantitative research method was adopted. The quantitative approach was chosen for this study since it adheres to the positivist research paradigm and relies on the collection and analysis of quantitative data. The correlation research design was considered appropriate for the study since the research aimed at investigating the relationships between organisational culture on psychological safety, affective commitment, and OCB at selected SETAs in the Gauteng province, South Africa. The population and sampling techniques employed in the current study was discussed. The data collection procedures, research instrument, reliability and validity of the research instrument, and data analysis techniques adopted in this study were discussed. The chapter concluded

with the ethical considerations for this study. The next chapter presents and discusses the findings from the quantitative data.

CHAPTER 4

ANALYSIS AND INTERPRETATION OF RESEARCH RESULTS

4.1 INTRODUCTION

The previous chapter provided the research design and methodology that was employed to answer the research questions and objectives for the current study. This chapter presents and discusses the findings of the quantitative data. The chapter commences with the presentation of results from the participants demographic information. Following is a descriptive analysis of organisational culture, psychological safety, affective commitment, and OCB. Further, the chapter presents and analyses results from the reliability test, descriptive statistics, correlation analysis and concludes with one-way ANOVA parametric test.

4.2 DEMOGRAPHIC INFORMATION

The first section of the questionnaire consists of five items related to the demographic information of the participants. The demographic information was collected for statistical purposes, as well as for comparing groups. Results of the analysis of the participants' demographic information are provided in Table 4.1 below.

The results in Table 4.1 reveal that more than half (54.6%) of the participants for the current study were females, with 41.4% being males. In terms of age, more than half (51.1%) of the participants are within the age group of 30–39 years while 28.7% are within the age group of 40–49 years; none of the participants were 60-years and older. This is in indication that SETAs employees are mostly female and younger than 40-years of age. Of the six SETAs included in this study, 26.4% of the participants work at AgriSETA, while 24.7% work at INSETA. In terms of qualifications, almost one third (32.8%) of the participants hold a degree or diploma, while 25.9% hold an honours degree or postgraduate diploma. This implies that most of the employees at the six selected SETA offices have obtained a tertiary qualification.

Table 4.1: Demographic information

		Frequency	Percent (%)
1. Gender	Male	72	41.4
	Female	95	54.6
	Prefer not to say	7	4.0
	Total	174	100.0
2. Age	20–29	24	13.8
	30–39	89	51.1
	40–49	50	28.7
	40–49	11	6.3
	60 & Older	0	0.0
	Total	174	100.0
3. Place of work	AgriSETA	46	26.4
	FOODBEV	22	12.6
	FP&M SETA	19	10.9
	INSETA	43	24.7
	MICTSETA	28	16.1
	W&R SETA	16	9.2
	Total	174	100.0
4. Highest qualification	National Certificate (Matric)	8	4.6
	Higher Certificate	12	6.9
	Degree or Diploma	57	32.8
	Diploma or Advanced Diploma	31	17.8
	Honours Degree or Postgraduate Diploma	45	25.9
	Master's Degree	20	11.5
	Doctorate Degree	1	0.6
	Other	0	0.0
	Total	174	100.0

(M – Mean Score; SD – Standard Deviation)

Source: Author's own (2023)

4.3 DESCRIPTIVE ANALYSIS: ORGANISATIONAL CULTURE SURVEY

Organisational culture is defined as a set of common beliefs, presumptions, perceptions, and norms that are passed down to new employees (Shahriari & Allameh, 2020:584). Organisational culture is shaped by a set of beliefs, values, ideas, and attitudes from the organisational behaviour (Shahriari, Tajmir Riahi, Azizan & Rasti-Barzoki, 2023:2). Section B of the questionnaire assesses participants perception of organisational culture. Participants were asked to respond to the statements through a five-point Likert scale ranging from (1) being listed as strongly disagree to (5) strongly agree. Results of the analysis in this regard are provided in Table 4.2 below.

The results reveal that 39.7% of the participants agree that employees in their organisation are not aware of the objectives of the organisation ($M = 2.56$; $SD = 1.251$), a further 40.8% disagree that there is little emphasis on doing a good job ($M = 2.72$; $SD = 1.232$). A total of 73 (42%) of the participants agree that in their organisation, authority to make decisions is only in the hands of senior managers ($M = 3.57$; $SD = 1.232$), while 52.9% of the participants agree that decisions must be referred upwards all the time ($M = 3.83$; $SD = 0.986$).

More than half (52.3%) of the participants agree that in their organisation employees are expected to contribute towards the achievement of the organisation's objectives and this is what is rewarded ($M = 3.76$; $SD = 1.079$). Furthermore, 50.6% of the participants agree that in their organisation employees are committed to making the organisation successful ($M = 3.87$; $SD = 0.962$). More than one-third (35.6%) of the participants agree that their organisation has a high regard for its employees ($M = 3.26$; $SD = 1.176$), and 32.8% agree that the sharing of information between departments and work groups is not encouraged ($M = 2.89$; $SD = 1.175$). More than two-fifths (42.0%) of the participants agree that their organisation places a low premium on high performance ($M = 3.02$; $SD = 1.160$), while 51.7% of the participants agree that employees have the freedom and independence to do their jobs effectively ($M = 5.59$; $SD = 1.070$).

The results in Table 4.2 below further reveal that 46.0% of the participants agree that their organisation does not treat its employees as if they are a valued resource ($M = 3.18$; $SD = 1.186$), and 35.6% agree that their organisation does not reward good performance ($M = 2.99$; $SD = 1.238$). More than half (55.7%) of the participants agree that in their organisation there are too many rules, regulations, and standard procedures ($M = 3.50$; $SD = 0.996$), while 50.6% agree that their organisation does not allow itself to get side-tracked by issues which do not really matter ($M = 3.34$; $SD = 1.143$). More than two-fifths (43.7%) of the participants agree that employees are not encouraged to reveal any differences of opinion which they may have with their bosses ($M = 2.15$; $SD = 1.143$), while 46.7% disagree that little emphasis is placed on performance standards ($M = 2.78$; $SD = 1.085$). More than half (59.9%) of the participants agree that employees in this organisation must get approval from above before they can act ($M = 3.84$; $SD = 0.942$), while 38.5% agree that managers in this organisation provide clear communication, assistance, and support to their subordinates ($M = 3.24$; $SD = 1.171$). Of the participants, 45.4% agree that this organisation really values its clients ($M = 3.78$; $SD = 1.087$), 62.2% of participants agree that employees must observe many rules and regulations in doing their job.

The results indicate that the mean scores of items in the organisational culture survey ranges between ($M = 2.15$; $SD = 1.143$) and ($M = 3.84$; $SD = 0.942$), indicating that most of the participants tend to both disagree and agree in their responses. The results indicate that the organisational culture of SETA affects how employees approach their tasks and interact with their colleagues.

Table 4.2: Descriptive analysis: Organisational culture

	Items	Mean Score	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Employees in this organisation are not aware of the objectives of the organisation.	2.56	1.251	20.7%	39.7%	9.8%	22.4%	7.5%
2.	In this organisation there is little emphasis on doing a good job.	2.72	1.232	14.9%	40.8%	8.6%	28.2%	7.5%
3.	In this organisation, authority to make decisions is only in the hands of senior managers.	3.57	1.232	6.3%	20.1%	7.5%	42.0%	24.1%
4.	In this organisation decisions must be referred upwards all the time.	3.83	0.986	2.9%	9.8%	11.5%	52.9%	23.0%
5.	In this organisation employees are expected to contribute towards the achievement of the organisation's objectives, and this is what is rewarded.	3.76	1.079	4.0%	13.8%	6.9%	52.3%	23.0%
6.	In this organisation employees are committed to making the organisation successful.	3.87	0.962	2.3%	8.6%	13.8%	50.6%	24.7%
7.	This organisation has a high regard for its employees.	3.26	1.176	6.3%	25.9%	17.8%	35.6%	14.4%
8.	In this organisation the sharing of information between departments and work groups is not encouraged.	2.89	1.175	10.3%	36.8%	13.2%	32.8%	6.9%
9.	This organisation places a low premium on high performance.	3.02	1.160	10.3%	29.9%	12.6%	42.0%	5.2%
10.	Employees in this organisation have the freedom and independence to do their jobs effectively.	3.59	1.070	3.4%	18.4%	10.3%	51.7%	16.1%
11.	This organisation does not treat its employees as if they are a valued resource.	3.18	1.186	10.3%	23.6%	12.1%	46.0%	8.0%
12.	This organisation does not reward good performance.	2.99	1.238	12.6%	29.3%	13.2%	35.6%	9.2%
13.	In this organisation there are too many rules, regulations, and standard procedures.	3.50	0.996	3.4%	17.2%	14.4%	55.7%	9.2%
14.	This organisation does not allow itself to get side-tracked	3.34	0.929	1.7%	21.8%	21.3%	50.6%	4.6%

	Items	Mean Score	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	by issues which do not really matter.							
15.	Employees are not encouraged to reveal any differences of opinion which they may have with their bosses.	2.15	1.143	5.7%	33.3%	9.2%	43.7%	8.0%
16.	In this organisation little emphasis is placed on performance standards.	2.78	1.085	6.9%	46.6%	12.6%	29.3%	4.6%
17.	Employees in this organisation must get approval from above before they can act.	3.84	0.942	2.9%	9.2%	8.6%	59.9%	19.5%
18.	Managers in this organisation provide clear communication, assistance, and support to their subordinates	3.24	1.171	6.3%	27.6%	14.9%	38.5%	12.6%
19.	This organisation really values its clients	3.78	1.087	2.9%	14.9%	10.3%	45.4%	26.4%
20.	In this organisation employees must observe many rules and regulations in doing their job	3.77	0.863	1.1%	10.9%	11.5%	62.6%	13.8%

(M – Mean Score; SD – Standard Deviation)

Source: Van der Post et al. (1997:161-166)

4.4 DESCRIPTIVE ANALYSIS: PSYCHOLOGICAL SAFETY SURVEY

Psychological safety in the workplace is a growing concern in the public sector in the South African context (Lee, Wilson, Bernstein, Naicker, Yassi & Spiegel, 2022:1). To address the psychosocial risks that can negatively impact employees' mental health and wellbeing, numerous regulations and codes of practise have been developed (McCarthy, 2023:1). These risks include factors such as excessive workload, poor organisational justice, low recognition, poor support, poor workplace relationships, and bullying, harassment, and violence (McCarthy, 2023:1). Section C of the questionnaire assesses participants perception of psychological safety. Participants were asked to respond to the statements through a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The items in the questionnaire were grouped into two

sections, namely learning behaviour and internal motivation. Results of the analysis in this regard are provided in Table 4.3 below.

Regarding learning behaviour, the results reveal that 55.2% of the participants agree that 'on this organisation, they understand what is expected of them' ($M = 3.96$; $SD = 1.005$), and 40.2% agree that they feel their ideas are valued and they feel safe suggesting them ($M = 3.32$; $SD = 1.133$). More than two-fifths (43.7%) of the participants agree that if they make a mistake, it is never held against them ($M = 3.21$, $SD = 1.050$), and 56.9% agree that when something goes wrong, they work together to find the systemic causes ($M = 3.56$, $SD = 0.964$). More than half (53.4%) of the participants agree that they feel they can discuss problems and concerns ($M = 3.37$; $SD = 0.981$), and 55.7% agree that members of their team never reject others for being different, and nobody is left out ($M = 3.64$; $SD = 0.950$). Of the respondents, 46.6% agree that it is safe for them to take an intelligent risk ($M = 3.28$; $SD = 1.012$), 69.0% agree that it is easy for them to ask other members of their team for help ($M = 3.91$; $SD = 0.752$). More than half (60.9%) of the participants agree that no one on their team would deliberately act in a way that undermines their efforts ($M = 3.58$, $SD = 0.888$), and 54.0% agree that their unique skills and talents are valued and used by members of the organisation ($M = 3.53$; $SD = 1.035$).

The results indicate that the mean scores of items in the learning behaviour survey ranges between $M = 3.28$; $SD = 1.012$ and $M = 3.91$; $SD = 0.752$, implying that on average, most of the participants lean towards agreeing with their responses.

For the internal motivation, 51.7% of the participants agree that their opinion of themselves increases when they do their job well ($M = 4.17$; $SD = 0.867$), and 53.4% agree that they feel bad and unhappy when they discover that they have not performed as well they should have in their job ($M = 4.09$; $SD = 0.911$). While 47.1% of the participants agree that they feel a great sense of personal satisfaction when they do their job well ($M = 4.23$; $SD = 0.934$), 30.5% agree that they live, eat, and breathe their job ($M = 3.11$; $SD = 1.083$).

The results indicate that the mean scores of items in the internal motivation survey ranges between (M = 3.11; SD = 1.083) and (M = 4.23, SD = 0.934), implying that on average most of the participants lean towards both 'agree' and 'strongly agree' regarding their responses. It can be deduced that psychological safety is mostly determined by the individual beliefs and experiences of employees. Therefore, relying only on formal procedures and mechanisms to guarantee psychological safety is insufficient (McCarthy, 2023:2). Instead, it calls for a more profound shift in the way the organisation functions and interacts with its members, in other words, a shift in organisational culture.

Table 4.3: Descriptive analysis: Psychological safety survey

		Mean Score	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Learning behaviour								
1.	In this organisation, I understand what is expected of me.	3.96	1.005	2.9%	10.9%	2.3%	55.2%	28.7%
2.	I feel my ideas are valued and I feel safe to suggest them.	3.32	1.133	5.2%	24.1%	17.2%	40.2%	13.2%
3.	If I make a mistake in this organisation, it is never held against me.	3.21	1.050	6.3%	21.8%	22.4%	43.7%	5.7%
4.	When something goes wrong, we work together to find the systemic causes.	3.56	0.964	2.3%	16.7%	13.8%	56.9%	10.3%
5.	I feel able to bring up problems and concerns.	3.37	0.981	2.3%	23.6%	14.9%	53.4%	5.7%
6.	Members of this team never reject others for being different, and nobody is left out.	3.64	0.950	1.7%	14.9%	14.4%	55.7%	13.2%
7.	It is safe for me to take an intelligent risk on this team.	3.28	1.012	3.4%	24.1%	19.5%	46.6%	6.3%
8.	It is easy for me to ask other members of this team for help.	3.91	0.752	1.7%	4.0%	10.3%	69.0%	14.9%
9.	No one on this team would deliberately act in a way that undermines my efforts.	3.58	0.888	3.4%	9.8%	19.0%	60.9%	6.9%
10.	Working with members of this organisation, my unique skills and talents are valued and utilised.	3.53	1.035	4.0%	16.7%	13.2%	54.0%	12.1%
Internal motivation								

11.	My opinion of myself increases when I do my job well.	4.17	0.867	1.7%	5.2%	4.6%	51.7%	36.8%
12.	I feel bad and unhappy when I discover that I have performed less well than I should have in my job.	4.09	0.911	2.9%	4.6%	6.3%	53.4%	32.8%
13.	I feel a great sense of personal satisfaction when I do my job well.	4.23	0.934	4.0%	2.3%	3.4%	47.1%	43.1%
14.	I live, eat, and breathe my job.	3.11	1.083	6.3%	25.3%	28.7%	30.5%	9.2%

(M – Mean Score; SD – Standard Deviation)

Source: Adapted from Edmondson (1999:350-383)

4.5 DESCRIPTIVE ANALYSIS: AFFECTIVE COMMITMENT SURVEY

Affective commitment means that an employee is emotionally attached with the organisation in the form of feelings of love in the organisation (Ardiansyah, 2019:2). Section D of the questionnaire assesses participants perception of their affective commitment to their organisation. Participants were asked to respond to the statements through a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Results of the analysis in this regard are provided in Table 4.4 below.

The results reveal that 37.4% of the participants disagree that they would be very happy to spend the rest of their career with this organisation (M = 2.53; SD = 1.210), 33.9% agree that they enjoy discussing the organisation with people outside it (M = 3.05; SD = 1.162). More than two-fifths (44.8%) of the participants disagree that they really feel as if the problems of this organisation are their own (M = 2.63; SD = 1.093), and 40.8% also disagree that they think they could easily become as attached to another organisation as they are to this one (M = 2.90; SD = 1.095). While 43.1% of the participants disagree that they do not feel like they are 'part of the family' in this organisation (M = 2.78; SD = 1.127), 43.7% agree that they do not feel 'emotionally attached' to this organisation (M = 3.21; SD = 1.098). More than half (56.9%) of the participants agree that this organisation has a great personal meaning for them (M = 3.55; SD = 1.000), while 36.2% disagree that they do not feel a strong sense of belonging to this organisation (M = 2.92; SD = 1.109).

The results indicate that the mean scores of items in the affective commitment survey ranges between $M = 2.53$; $SD = 1.210$ and $M = 3.55$; $SD = 1.000$, indicating that most of the participants tend to both disagree and agree in their responses. The results imply that some of the employees in the six SETAs are not emotionally connected to their organisations. These results contradict the results of Leijten *et al.* (2022), who found that employees with higher affective commitment are more likely to volunteer to work outside of their assigned responsibilities. An employee who has a strong affective commitment to the organisation can be identified by characteristics such as trust and acceptance of the organisation's objectives and values, a strong desire to work for the organisation, and a permanent member of the organisation (Ardiansyah, 2019:259).

Table 4.4: Descriptive analysis: Affective commitment survey

	Items	Mean Score	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I would be very happy to spend the rest of my career with this organisation.	2.53	1.210	21.3%	37.4%	14.9%	20.1%	6.3%
2.	I enjoy discussing this organisation with people outside it.	3.05	1.162	9.8%	27.0%	20.7%	33.9%	8.6%
3.	I really feel as if the problems of this	2.63	1.093	11.5%	44.8%	19.0%	19.0%	5.7%
4.	I think I could easily become as attached to another organisation as I	2.90	1.095	6.3%	40.8%	14.4%	33.3%	5.2%
5.	I do not feel like 'part of the family' in this organisation.	2.78	1.127	9.2%	43.1%	13.8%	28.2%	5.7%
6.	I do not feel 'emotionally attached' to this	3.21	1.098	4.6%	29.9%	13.8%	43.7%	8.0%
7.	This organisation has a great personal meaning for	3.55	1.000	4.0%	14.9%	13.8%	56.9%	10.3%
8.	I do not feel a strong sense of belonging to this	2.92	1.109	8.0%	36.2%	16.7%	33.9%	5.2%

(*M* – Mean Score; *SD* – Standard Deviation)

Source: Author's own (2023)

4.6 DESCRIPTIVE ANALYSIS: ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Employees that work hard and go beyond the criteria set by the organisations current regulations can have an OCB that benefits the organisation or company (Siswondo, Sudrajat, Solahudin & Wibowo, 2022:744). Rino, Suwanto and Syahrizal, (2020:37) posit that OCB can improve managers' assessments of employees' performance and career prospects. Section E of the questionnaire assesses the frequency of workplace citizenship behaviours using a five-point Likert scale: (1) never; (2) once or twice; (3) once or twice per month; (4) once or twice per week; and (5) every day. Participants were asked to rate how frequently they or others (e.g., co-workers or subordinates) engage in each behaviour. Results of the analysis in this regard are provided in Table 4.5 below.

The results reveal that more than 40.0% of the participants indicate that once or twice they picked up meal for others at work ($M = 2.21$; $SD = 0.848$), took the time to advise, coach, or mentor a colleague ($M = 2.80$; $SD = 1.192$), helped co-workers learn new skills or shared job knowledge ($M = 3.03$; $SD = 1.175$), and helped new employees get oriented to the job ($M = 2.82$; $SD = 1.070$). More than one third (36.2%) of the participants indicates that once or twice they lent a compassionate ear when someone had a work problem ($M = 3.17$; $SD = 1.153$), and 39.1% of the participants lent a compassionate ear when someone had a personal problem ($M = 3.10$; $SD = 1.168$). While 64.4% of the participants indicates that once or twice, they changed their vacation schedule, workdays, or shifts to accommodate co-workers' needs ($M = 2.16$; $SD = 0.810$), more than 37.0% indicate that once or twice they offered suggestions to improve the way work is done ($M = 3.29$; $SD = 1.263$) and offer suggestions to improve the work environment ($M = 3.30$; $SD = 1.274$).

Almost half (45.0%) of the participants indicated that they finished work for a co-worker who had to leave early ($M = 2.70$; $SD = 0.907$), helped a less capable co-worker lift a heavy box or other object ($M = 2.72$; $SD = 1.045$), helped a co-worker who had too much to do ($M = 2.75$; $SD = 0.875$), volunteered for extra work assignments ($M = 2.70$; $SD = 0.905$), and took phone messages for an absent or busy co-worker ($M = 2.73$; $SD = 1.021$). More than one third (37.4%) of the participants indicated that once or twice they said good things about their employer in front of others ($M = 3.26$; $SD = 1.248$), gave up meals and other breaks to complete work ($M = 3.14$; $SD = 1.175$), and

volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker ($M = 3.23$; $SD = 1.256$). More than two-fifths (40.2%) of the participants indicated that once or twice they went out of the way to give a co-worker encouragement or express appreciation to them ($M = 3.11$; $SD = 1.109$), decorated, painted, or otherwise beautified the common workspace ($M = 2.15$; $SD = 0.826$), and defended a co-worker who was being 'put down' or spoken ill of by other co-workers or a supervisor ($M = 2.94$; $SD = 1.144$).

The results indicate that the mean scores of items in the OCB survey ranges between $M = 2.15$; $SD = 0.826$ and $M = 3.30$; $SD = 1.274$, indicating that most of the participants tend to both disagree and agree in their responses. Based on the results mentioned above, it is concluded that organisational citizenship OCB is a voluntary behaviour that can directly or indirectly contribute to or improve the effectiveness of organisational functions, particularly when it comes to assisting co-workers in the workplace.

Table 4.5: Descriptive analysis: Organisational citizenship behaviour

How often have you done each of the following things on your present job?		Mean Score	Standard Deviation	Never	Once or Twice	Once or Twice per Month	Once or Twice per Week	Every Day
1.	Picked up a meal for others at work.	2.21	0.848	19.5%	47.7%	25.9%	6.3%	0.6%
2.	Took the time to advise, coach, or mentor a colleague.	2.80	1.192	9.8%	40.2%	23.6%	13.2%	13.2%
3.	Helped co-workers learn new skills or shared job knowledge.	3.03	1.175	2.9%	40.8%	24.7%	13.8%	17.8%
4.	Helped new employees get oriented to the job.	2.82	1.070	5.7%	40.2%	31.0%	12.6%	10.3%
5.	Lent a compassionate ear when someone had a work problem.	3.17	1.153	2.3%	36.2%	20.1%	25.3%	16.1%
6.	Lent a compassionate ear when someone had a personal problem.	3.10	1.168	2.9%	39.1%	18.4%	24.1%	15.5%
7.	Changed vacation schedule, workdays, or shifts to accommodate co-workers' needs.	2.16	0.810	14.4%	64.4%	14.4%	4.6%	2.3%
8.	Offers suggestions to improve the way work is done.	3.29	1.263	2.3%	37.4%	13.8%	21.8%	24.7%
9.	Offer suggestions to improve the work environment.	3.30	1.274	1.7%	37.9%	15.5%	17.8%	27.0%
10.	Finished something for a co-worker who had to leave early.	2.70	0.907	2.3%	48.3%	31.6%	12.6%	5.2%

11.	Helped a less capable co-worker lift a heavy box or other object.	2.72	1.045	4.0%	52.9%	16.7%	19.5%	6.9%
12.	Helped a co-worker who had too much to do.	2.75	0.875	0.6%	46.0%	36.8%	10.9%	5.7%
13.	Volunteered for extra work assignments.	2.70	0.905	5.7%	47.7%	31.6%	10.9%	4.0%
14.	Took phone messages for an absent or busy co-worker.	2.73	1.021	2.3%	51.7%	27.0%	8.6%	10.3%
15.	Said good things about your employer in front of others.	3.26	1.248	1.7%	37.4%	19.5%	16.1%	25.3%
16.	Gave up meals and other breaks to complete work.	3.14	1.175	3.4%	37.4%	16.1%	28.2%	14.9%
17.	Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	3.23	1.256	2.9%	37.9%	15.5%	20.7%	23.0%
18.	Went out of the way to give a co-worker encouragement or express appreciation.	3.11	1.109	0.6%	40.2%	21.3%	23.6%	14.4%
19.	19. Decorated, painted, or otherwise beautified the common workspace.	2.15	0.826	19.0%	53.4%	23.6%	1.7%	2.3%
20.	20. Defended a co-worker who was being 'put down' or spoken ill of by other co-workers or supervisor.	2.94	1.144	4.0%	43.7%	19.5%	20.1%	12.6%

(M – Mean Score; SD – Standard Deviation)

Source: Adapted from Fox et al. (2012:205)

4.7 RELIABILITY

Cronbach's alpha coefficient was used to evaluate the reliability of the five constructs of the questionnaire for the current study, namely organisational culture, learning behaviour, internal motivation, affective commitment, and OCB. The reliability of all the constructs were deemed satisfactory and therefore, considered acceptable as they were above the acknowledged threshold of 0.700, and 0.600 in the case of exploratory research. For the affective commitment construct, item 7 in Table 4.4 was eliminated to improve the Cronbach-alpha value. A summary of the reliability test is presented in Table 4.6.

Table 4.6: Construct reliability

Construct	Cronbach's Alpha	No. of Items
Organisational culture	0.781	20
Psychological safety	0.856	14
• Learning behaviour	0.852	10
• Internal motivation	0.685	4
Affective commitment	0.721	7
OCB	0.938	20

Source: Author's own (2023)

4.8 CORRELATION ANALYSIS

Pearson's Spearman correlation coefficient (r) was computed to determine the linear relationship between the variables of organisational culture, psychological safety (learning behaviour and internal motivation), affective commitment, and OCB. A summary of the (r) and statistically significance values (p) are presented in Table 4.7 below.

The analysis reveals that there is a negative correlation between organisational culture and psychological safety in terms of learning behaviour ($r = -0.549$; $p < 0.01$) and internal motivation ($r = -0.339$; $p < 0.01$). This indicates that the organisational culture of SETAs has a negative influence on employees learning behaviours and internal motivation. There is a positive correlation between learning behaviour and internal motivation ($r = 0.453$; $p = 0.001$).

There is a moderate positive correlation between organisational culture and affective commitment ($r = -0.515$; $p = 0.001$). This implies that the organisational culture in the various SETAs have a positive influence on employees' affective commitment. These results are in line with those of Grego-Planer (2019:14), whose findings reveal that employees who display a dimension of affective commitment also feel the obligation to respect the organisational culture as well as display citizenship behaviour. These findings validate those of Meredith, Moolenaar, Struyve, Vandecandelaere, Gielen, and Kyndt (2023), whose findings reveal that organisational culture in schools is related to teachers' affective commitment, resulting in higher OCB.

There is a negative correlation between OCB and organisational culture ($r = -0.221$; $p = 0.001$), and psychological safety in terms of internal motivation ($r = -0.290$; $p = 0.001$). This result contradicts those of Aldrin and Yunanto (2019) and Jehanzeb (2020) whose studies reported a significant positive relationship between organisational commitment and OCB.

There is a negative correlation between affective commitment and psychological safety in terms of learning behaviour ($r = -0.429$; $p = 0.001$) and internal motivation ($r = -0.290$; $p = 0.001$). This implies that employees with affective or emotional commitment to their organisation do not feel psychologically safe. This result contradicts those of Almutairi (2020:9); Ashfaq *et al.* (2021); Li *et al.* (2022); and Pacheco *et al.* (2023) who found a positive association between employee psychological safety and affective commitment.

Table 4.7: Pearson's correlation coefficient for the five construct

		Organisational Culture	Psychological Safety		Affective Commitment	OCB
			Learning Behaviour	Internal Motivation		
Organisational Culture	Correlation Coefficient	1.000				
	Sig. (2-tailed)					
Learning Behaviour	Correlation Coefficient	-0.549**	1.000			
	Sig. (2-tailed)	0.001				
Internal Motivation	Correlation Coefficient	-0.339**	0.453**	1.000		
	Sig. (2-tailed)	0.000	0.001			
Affective Commitment	Correlation Coefficient	0.515**	-0.429**	-0.290**	1.000	
	Sig. (2-tailed)	0.001	0.001	0.001		
OCB	Correlation Coefficient	-0.221**	0.086	0.293**	-0.130	1.000
	Sig. (2-tailed)	0.003	0.258	0.000	0.088	

*. Correlation is significant at the 0.05 level (2-tailed)

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

Source: Author's own (2023)

4.9 PARAMETRIC TESTING

The one-way ANOVA was used to test whether a statistically significant difference exists between participants with regards to the variables of organisational culture, psychological safety (learning behaviour and internal motivation), affective commitment, and OCB. The one-way ANOVA was considered a suitable test to use since six independent places of work were being compared and the sample size of each group was found to be large enough for the purposes of the current study (Kothari, 2004:127). A 5% level of significance was used for this study. The six places of work, where the participants are employed are AgriSETA, FOODBEV, FP&MSETA, INSETA, MICTSETA, and W&R SETA. The one-way ANOVA test results are presented in Table 4.8 below.

The results of the one-way ANOVA test show that there was a statistically significant difference ($F(5; 168) = 3.244; P = 0.008$) between participants from the six SETA offices with respect to the organisational culture. This indicates that each of the six SETAs have a different organisational culture. Furthermore, there was a statistically significant difference ($F(5; 168) = 2.185; P = 0.058$) between participants from the six SETAs with respect to internal motivation. This implies that employees in each of the six SETAs experienced different psychological safety in terms of internal motivation. There was a statistically significant difference ($F(5; 168) = 4.265; P = 0.001$) between participants from the six SETAs with respect to OCB. This implies that employees in each of the six SETAs experienced a different OCB.

Table 4.8: One-way ANOVA test results

		Sum of Squares	df	Mean Square	F	Sig.
Organisational Culture	Between Groups	3.596	5	0.719	3.244	0.008
	Within Groups	37.248	168	0.222		
	Total	40.844	173			
Learning Behaviour	Between Groups	2.187	5	0.437	1.062	0.384
	Within Groups	69.237	168	0.412		
	Total	71.424	173			
Internal Motivation	Between Groups	4.922	5	0.984	2.185	0.058
	Within Groups	75.704	168	0.451		
	Total	80.626	173			
Affective Commitment	Between Groups	0.973	5	0.195	0.356	0.878
	Within Groups	91.862	168	0.547		
	Total	92.835	173			
OCB	Between Groups	10.501	5	2.100	4.265	0.001
	Within Groups	82.731	168	0.492		
	Total	93.232	173			

(df = degree of freedom, F-value = variation between sample means / variation within the samples, sig. (p-value) = statistically significant)

Source: Author's own (2023)

4.10 SUMMARY

The purpose of this study is to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETAs in the Gauteng province, South Africa. The results indicate that the organisational culture of the SETAs affects how employees approach their tasks and interact with their colleagues. It can be deduced that psychological safety is mostly determined by the individual beliefs and experiences of employees. Therefore, relying on formal procedures and mechanisms only to guarantee psychological safety is insufficient (McCarthy, 2023:2). It was found that some of the employees in the six SETAs are not emotionally connected to their organisations. Based on the results mentioned above,

it is concluded that OCB is a voluntary behaviour that can directly or indirectly contribute to or improve the effectiveness of organisational functions, particularly when it comes to assisting co-workers in the workplace.

The results of this study reveal a negative relationship between organisational culture, psychological safety, and OCB. The results further reveal a negative correlation between affective commitment and psychological safety. However, a moderate positive relationship was found between organisational culture and affective commitment. The next chapter provides a summary of the main findings, conclusions, and gives recommendations.

CHAPTER 5

SUMMARY AND CONCLUSIONS

5.1 INTRODUCTION

The purpose of this study is to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETA offices in the Gauteng province, South Africa. To achieve the main objective of the current study, the following secondary objectives were attained:

- To determine the relationship between organisational culture and psychological safety at selected SETAs in South Africa.
- To determine the relationship between organisational culture and affective commitment in selected SETAs in South Africa.
- To determine the relationship between organisational culture and OCB at selected SETAs in South Africa.

This chapter provides a summary of the main findings of this research. From these findings, conclusions were drawn, and constructive recommendations made. The chapter highlights the limitations of the current study and concludes with avenues for future research.

5.2 SUMMARY OF MAIN FINDINGS

The problem investigated in this study is the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETAs in the Gauteng province, South Africa. This section provides a summary of the main findings in response to each of the research objectives.

5.2.1 Objective 1: To determine the relationship between organisational culture and psychological safety at selected SETAs in South Africa

Organisational culture may enhance the affective commitment, psychological safety, and citizenship behaviours of public sector employees (Li *et al.*, 2022:1573). The findings of the current study reveal that there is a negative correlation between organisational culture and psychological safety. This indicates that the organisational

culture of SETAs has a negative influence on employees learning behaviours and internal motivation. The study further reveals that there is a statistically significant difference between employees from the six selected SETAs with respect to the organisational culture. This indicates that each of the six SETAs has a different organisational culture.

The findings reveal that organisational culture is extremely important in establishing a psychologically secure workplace. Organisations can lessen the effects of psychosocial safety and improve employees' mental health and well-being by building a constructive culture that supports optimistic thinking and behaviour.

It can be deduced from the findings that organisational culture is extremely important in establishing a psychologically safe workplace. According to McCarthy (2023:2), organisations can lessen the effects of psychosocial risks and improve employees' mental health and well-being by building a constructive culture that supports optimistic thinking and behaviour. The current study concluded that formal structures and processes alone are insufficient to guarantee psychological safety. Instead, a deeper shift in organisational culture is needed, which will affect how the organisation functions and interacts with its members.

5.2.2 Objective 2: To determine the relationship between organisational culture and affective commitment in selected SETAs in South Africa

The current study reveals that employees in the six SETAs are not emotionally connected to their organisations. The study further found that employees with affective commitment had a stronger emotional bond with the company. Similarly, passion for the company motivated employees to stay in the company's employ, forge friendships, and recognise the significance of their affiliation with the company. Literature (refer to Section 2.3) has shown that employees with high affective commitment have a strong sense of belonging and are more willing to perform organisational citizenship behaviours and are more dedicated to making efforts to serve the organisation than those with low affective commitment (Elifneh & Embilo, 2023:5; Khanam & Tarab, 2023:116; Long *et al.*, 2022:3).

The study reveals that there is a moderate positive correlation between organisational culture and affective commitment. This implies that the organisational culture in the various SETAs has a positive influence on employees' affective commitment. The current study further reveals that there is a negative correlation between affective commitment and psychological safety. This implies that employees with affective or emotional commitment to their organisation do not feel psychologically safe.

A theoretical and empirical argument in the field of organisational culture suggests that organisational culture is an important tool for fostering employee commitment (Cobbinah, Tackie-Otoo & Ayensu, 2020:294). In the current study, it was found that affective commitment possessed by employees tends to be influenced by the culture of the organisation. This suggests that an employee's dedication and commitment to an organisation are favourably predicted by their way of life, their shared beliefs and practises, and the organisational environment. These findings support those of earlier research findings and offer more empirical support for the relationship between organisational culture and employee affective commitment.

The study concluded that each organisation, whether public or private, should strive to meet the needs and objectives of its employees. Employees will, as a result, become much more integrated into the organisation, which will increase their affective commitment and in turn, their degree of citizenship behaviour. Managers, however, must perform these steps when preparing the organisation's vision, mission, and goals at the strategic management stage.

5.2.3 Objective 3: To determine the relationship between organisational culture and OCB at selected SETAs in South Africa

The goal of organisational culture is to increase employee commitment, while also igniting employee OCB to improve the organisation's economic efficiency. Additionally, organisational culture has a significant impact on how employees behave. This study reveals that there is a negative correlation between OCB and organisational culture as well as psychological safety. The findings show that organisational culture does not dictate how OCB affects an organisation. Aldrin and Yunanto (2019:130) argue that organisational culture has a positive and significant effect on OCB. OCB is

based on voluntarism and individual will; however, it is not directly acknowledged by the formal reward system (Siswondo *et al.*, 2022:744).

The study concluded that a positive and effective organisational culture will create the ideal working environment to boost organisational commitment and encourage OCB. It follows that, to improve the quality of employees' individual characteristics, such as psychological safety and affective organisational commitment to stimulate OCB, it is crucial to create a positive organisational culture (Ibrahim *et al.*, 2021:72).

5.3 RECOMMENDATIONS

Organisational culture management can significantly enhance employee psychological safety, affective commitment, and OCB in public sector organisations. In this regard, South African public sector organisations must put forth extra effort to create the right organisational culture, emphasising support, teamwork, encouragement, providing a trusting work environment, and emphasising an innovative, creative, challenging work environment. Emphasising employee empowerment is also important since it gives employees more power to manage their daily tasks.

The findings of this study reveal that the organisational culture of SETAs has a negative influence on employees learning behaviours and internal motivation. It was also found that each of the six SETAs has a different organisational culture. This study recommends that public sector organisations in South Africa should take proactive measures to evaluate their current cultures and pinpoint areas for development. Additionally, organisations should involve their staff in creating and putting into practice techniques that will foster a constructive culture that promotes everyone's psychological safety.

5.4 MANAGERIAL IMPLICATIONS

Based on the findings of the current study, several managerial implications can be identified. Firstly, the findings of this study can be useful for policymakers and organisations in the public sector responsible for employee wellbeing and maximising their commitment to the organisation. Secondly, the findings stress the importance of

organisational culture on employees' psychological safety, affective commitment, and OCB in the South African public sector.

The findings of the current study may be used to guide organisations in increasing the level of employee psychological safety, affective commitment, and OCB in organisations in the public sector. This will enable the organisation to foster employee psychological safety, affective commitment, and OCB.

5.5 RESEARCH LIMITATIONS AND FUTURE RESEARCH PROSPECTS

This study was limited to six SETA offices in the Gauteng province, South Africa. This study was also limited in terms of research design and methodology. A quantitative research approach was followed, and a survey questionnaire were used to collect data. The data for the survey was collected exclusively from permanent employees. For these reasons, the results of this study were not generalised to all SETAs in South Africa.

From the current study, it is suggested that future studies apply this research to diverse South African organisations in the public sector rather than only SETAs. Or, apply the study to all the SETAs in each of South Africa's nine provinces. Future research could compare the relationship of organisational culture on psychological safety, affective commitment, and OCB factors from the perspectives of both the public and private sectors in South Africa. Future studies should consider both quantitative and qualitative methods to obtain a holistic view of the influence of organisational culture on psychological safety, affective commitment, and OCB.

5.6 SUMMARY

The main purpose of the current study was to investigate the influence of organisational culture on psychological safety, affective commitment, and OCB in selected SETAs in South Africa. The main findings of this study are that organisational culture is a significant predictor of affective commitment in SETAs in the Gauteng province of South Africa. All the research questions for this study were answered. The study recommended that organisations in the public sector in South Africa put forth extra effort to create the right organisational culture, emphasising support, teamwork,

encouragement, provide a trusting work environment, and emphasise an innovative, creative, challenging work environment.

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APPENDIX A: COVERING LETTER

Ethics number: NWU-00666-23-A4

RE: The influence of organisational culture on psychological safety, affective commitment, and organisational citizenship behaviour at selected SETAs in South Africa

Description of the research

My name is Pamela Ngubane, I am inviting you to participate in a research study titled *“The influence of organisational culture on psychological safety, affective commitment and organisational citizenship behaviour at selected SETAs in South Africa.”* This research is for my mini-dissertation for an MBA degree under the supervision of Mrs N. Khumalo at the North-West University Business School

The purpose of the study is to Investigate the influence of organisational culture on psychological safety, affective commitment, and organisational citizenship behaviour at selected SETAs in South Africa.

Protection of confidentiality and voluntary participation

I wish to assure you that all information I receive will remain confidential and that your participation will remain anonymous. Your contribution to this study is extremely important to ensure the success of the project. Your participation in this research study is, however, voluntary. You may choose not to participate, and you may withdraw your consent to participate at any time. You will not be penalised in any way should you decide to withdraw from this study.

Your participation

The questionnaire has been structured in such a way that it facilitates quick and easy completion. In trial runs, it was determined that it would only take 30 minutes to complete. Your task is to work through the questionnaire as quickly as you can and answer the questions as accurately and honestly as possible. Full details are provided on how to complete the questionnaire.

Potential benefits

Once the data have been analysed, summary findings in the form of a copy of the mini-dissertation will be presented to SETA, and I will cooperate with them on how to respond to the results. In this way, your contribution to the research should benefit you and your institution in future.

Dissemination of the results of the study

Upon completion of this study, the research will provide all the selected SETAs for this study with a bound copy of the mini dissertation. The results from the data may be used for other purposes such as journal articles or conference.

Contact information

If you have any questions or concerns about this study or if any problems arise, please contact

- Pamela Ngubane (principal researcher) at +27767338413 or tsili.pamela@gmail.com
- Mrs N. Khumalo (research supervisor) at 27491528@nwu.ac.za

Consent

I have read this consent form and have been given the opportunity to ask questions. By completing the questionnaire, I give my consent to participate in this study.

APPENDIX B: QUESTIONNAIRE

SECTION A: DEMOGRAPHICS INFORMATION

Answer each question (for statistics purposes as well as for comparing groups). Mark with an 'X' in the box to the right the number that best characterises your response. Your honest responses and complete participation are important to the ultimate success of this study.

1. Gender

Male	1
Female	2
Prefer not to say	3

2 Age

20–29	1
30–39	2
40–49	3
50–59	4
60 & Older	5

3. Choose your SETA

AgriSETA	1
FOODBEV	2
FP&M SETA	3
INSETA	4
MICTSETA	5
W&R SETA	6

4 Highest qualification

National Certificate (Matric)	1
Higher certificate	2
Degree or Diploma	3
Diploma or advanced diploma	4
Honours Degree or Postgraduate Diploma	5
Master's degree	6
Doctorate Degree	7
Other	8

SECTION B: ORGANISATIONAL CULTURE SURVEY

Adapted from Van der Post *et al.* (1997:161-166)

Please respond to the following statements about the organisational culture of the SETA culture. Scale: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Employees in this organisation are not aware of the objectives of the organisation.					
2.	In this organisation there is little emphasis on doing a good job.					
3.	In this organisation, authority to make decisions is only in the hands of senior managers.					
4.	In this organisation decisions must be referred upwards all the time.					
5.	In this organisation employees are expected to contribute towards the achievement of the organisation's objectives, and this is what is rewarded.					
6.	In this organisation employees are committed to making the organisation successful.					
7.	This organisation has a high regard for its employees.					
8.	In this organisation the sharing of information between departments and work groups is not encouraged.					
9.	This organisation places a low premium on high performance.					
10.	Employees in this organisation have the freedom and independence to do their jobs effectively.					
11.	This organisation does not treat its employees as if they are a valued resource.					
12.	This organisation does not reward good performance.					
13.	In this organisation there are too many rules, regulations, and standard procedures.					
14.	This organisation does not allow itself to get side-tracked by issues which do not really matter.					
15.	Employees are not encouraged to reveal any differences of opinion which they may have with their bosses.					
16.	In this organisation little emphasis is placed on performance standards.					
17.	Employees in this organisation must get approval from above before they can act.					
18.	Managers in this organisation provide clear communication, assistance, and support to their subordinates.					
19.	This organisation really values its clients.					
20.	In this organisation employees must observe many rules and regulations in doing their job.					

SECTION C: PSYCHOLOGICAL SAFETY SURVEY

Adapted from Edmondson (1999:350-383)

Please respond to the following statements about your psychological safety in the culture of SETA. Scale: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree

		Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
	Learning behaviour					
1.	In this organisation, I understand what is expected of me.					
2.	I feel my ideas are valued and I feel safe to suggest them.					
3.	If I make a mistake on this organisation, it is never held against me.					
4.	When something goes wrong, we work together to find the systemic causes.					
5.	I feel able to bring up problems and concerns.					
6.	Members of this team never reject others for being different, and nobody is left out.					
7.	It is safe for me to take an intelligent risk on this team.					
8.	It is easy for me to ask other members of this team for help.					
9.	No one on this team would deliberately act in a way that undermines my efforts.					
10.	Working with members of this organisation, my unique skills and talents are valued and utilised.					
	Internal motivation					
11.	My opinion of myself increases when I do my job well.					
12.	I feel bad and unhappy when I discover that I have performed less well than I should have in my job.					
13.	I feel a great sense of personal satisfaction when I do my job well.					
14.	I live, eat, and breathe my job.					

SECTION D: AFFECTIVE COMMITMENT SURVEY

Instructions: Listed below are comments about how people may feel about their organisations. Using the five-point scale provided, indicate your level of agreement or disagreement with each comment. Scale: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I would be very happy to spend the rest of my career with this organisation.					
2.	I enjoy discussing this organisation with people outside it.					
3.	I really feel as if the problems of this organisation are my own.					
4.	I think I could easily become as attached to another organisation as I am to this one.					
5.	I do not feel like 'part of the family' in this organisation.					
6.	I do not feel 'emotionally attached' to this organisation.					
7.	This organisation has a great personal meaning for me.					
8.	I do not feel a strong sense of belonging to this organisation.					

SECTION C: ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB) SCALE

Adapted from Fox *et al.* (2012:205)

Instructions: Listed below are statements on how often you have done each of the following things in your present job. Using the five-point scale provided, 1 = never, 2= once or twice, 3 = once or twice per month, 4 = once or twice per week and 5 = every day.

How often have you done each of the following things on your present job?		Never	Once or Twice	Once or Twice per Month	Once or Twice per Week	Every Day
1.	Picked up a meal for others at work.					
2.	Took the time to advise, coach, or mentor a colleague.					
3.	Helped co-workers learn new skills or shared job knowledge.					
4.	Helped new employees get oriented to the job.					
5.	Lent a compassionate ear when someone had a work problem.					
6.	Lent a compassionate ear when someone had a personal problem.					
7.	Changed vacation schedule, workdays, or shifts to accommodate co-workers' needs.					
8.	Offers suggestions to improve the way work is done.					
9.	Offer suggestions to improve the work environment.					

10.	Finished something for a co-worker who had to leave early.					
11.	Helped a less capable co-worker lift a heavy box or other object.					
12.	Helped a co-worker who had too much to do.					
13.	Volunteered for extra work assignments.					
14.	Took phone messages for an absent or busy co-worker.					
15.	Said good things about your employer in front of others.					
16.	Gave up meals and other breaks to complete work.					
17.	Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.					
18.	Went out of the way to give a co-worker encouragement or express appreciation.					
19.	19. Decorated, painted, or otherwise beautified the common workspace.					
20.	20. Defended a co-worker who was being 'put down' or spoken ill of by other co-workers or supervisor.					

APPENDIX C: ETHICAL CLEARANCE



Private Bag X1290, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Fax: 018 299-4910
Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics
Tel: 018 299-484
Feziwe.Mseleni@nwu.ac.za

27 June 2023

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the **Economic and Management Sciences Research Ethics Committee (EMS-REC)** on, 23/05/2023 the Economic and Management Sciences Research Ethics Committee hereby **approves** your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-REC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: The influence of organisational culture on psychological safety, affective commitment and organisational citizenship behaviour at selected SETAs in South Africa

Study Leader/Supervisor (Principal Investigator)/Researcher: Ms M Khumalo -MBA

Student: P Ngubane (40548732)

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Institution Study Number Year Status

Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type:

Commencement date: 27/06/2023

Risk: Minimal

Expiry date: 27/06/2024

Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.

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

•

General conditions:

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

- The study leader/supervisor (principle investigator)/researcher must report in the prescribed format to the EMS-REC:
 - annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and
 - without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.
- The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the EMS-REC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.

- *Annually a number of studies may be randomly selected for an external audit.*
- *The date of approval indicates the first date that the study may be started.*
 - n the interest of ethical responsibility, the NWU-SCRE and EMS-REC reserves the right to:*
 - request access to any information or data at any time during the course or after completion of the study;*
 - to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;*
 - withdraw or postpone approval if:*
 - any unethical principles or practices of the study are revealed or suspected;*
 - it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented;*
 - submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or*
 - new institutional rules, national legislation or international conventions deem it necessary.*

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

Yours sincerely,

Prof Mark Rathbone
Chairperson: NWU Economic and Management Sciences Research Ethics Committee

APPENDIX D: LETTER REQUESTING PERMISSION TO CONDUCT RESEARCH

166 Bon Cretion
35 Coral Ridge
Pomona
Kempton Park
1619

16th February 2022

The Chief Executive Officer (CEO)
529 Belvedere Street
Arcadia
Pretoria
0008

REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT SECTOR EDUCATION AND TRAINING AUTHORITIES' PREMISES

Dear CEO,

I, Pamela Ngubane, student number 40548732, am currently enrolled as a Master of Business Administration (MBA) student at the North-West University (NWU). I hereby request permission to conduct research at the AgriSeta. The research will be comprised of personnel from the whole organisation. The title of my study is: **Investigating the Influence of Organisational Culture on Job performance, Trust In management and employee commitment at selected Sector Education and Training Authorities In South Africa.**

To satisfy the requirement of the mini dissertation, one is expected to survey within an identified organisation. For the purpose of this academic study, the respondents will be required to complete an online survey which will approximately take 15-30 minutes. Participation in the survey will be voluntary, and no employee will be forced to participate in the study. The researcher will ensure absolute confidentiality on the data collected, and the data will only be used to satisfy the study's requirements. The identity of the respondents and the organisation will not appear in any publication in line with the conditions of the POPIA act.

The study will follow a quantitative research method which will include a structured closed-ended questionnaire. Upon completing the research study, the results will be summarised and made available to the organisation in the form of a mini dissertation.

I also humbly request access to other Seta's because an estimated minimum of 300 respondents will be required to complete the study.

Don't hesitate to contact the study researcher for any clarity or uncertainty regarding this letter.

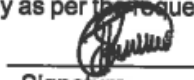
Regards

PR Ngubane
tsili.pamela@gmail.com



I innocent Sirovha (Dr) (name and surname), hereby give permission for the researcher to conduct the study as per the request This will include the information

CEO
Designation


Signature

2022-02-22
Date

APPENDIX E: PERMISSION TO CONDUCT RESEARCH



NWU Business School
North-West University
Private Bag x6001
Potchefstroom, 2520
<http://commerce.nwu.ac.za/business-school>

The Chief Executive Officer (CEO), SETA
529 Belvedere Street
Arcadia
Pretoria
0008

17 February 2022

To whom it may concern,

PERMISSION TO CONDUCT RESEARCH AT SECTOR EDUCATION AND TRAINING AUTHORITIES' PREMISES

Mrs Pamela Ngubane (student no: 40548732) is currently enrolled at North-West University Business School as a Master of Business Administration student. Your permission is herewith requested to allow Mrs Pamela Ngubane to conduct her academic research project in your organisation.

The objective of this research entitled "Investigating the Influence of organisational culture on job performance, trust in management and employee commitment at selected Sector Education and Training departments in South Africa." is to understand the experiences of employees working in the public sector and to establish how their perceived experiences of the organisational culture influence their employee work outcomes.

Please be advised that as a precautionary measure, the responses of all participants will be confidential and anonymous, and no personal information, such as mentioning names or identification numbers, will be required when participating in the study. Respondent's anonymity and confidentiality will be maintained throughout the study under the conditions in the POPIA act.

Your time in considering this request is greatly appreciated.

Yours sincerely,

Research study supervisor

Mrs Ntseliseng Khumalo
Lecturer: Organizational Behaviour & Human Resource Management
NWU Business School
Building E3, Room 407
27491528@nwu.ac.za

Immerant Shosha (Dr)

2022-02-22



APPENDIX F: LANGUAGE EDITING CERTIFICATE

JANINE ELLIS

LANGUAGE EDITING / TRANSCRIPTION / TYPING

janine.ellis4@gmail.com

<https://janineellis4.wixsite.com/mysite>

Cell: 083-6563660

Client

Pamela Ngubane

P O Box 28164

Student No. 0000-0002-2565-8947

Sunridge Park

Mini-dissertation

6008

North-West University

13 November 2023

DECLARATION

To whom it may concern,

I hereby declare that I language edited the mini-dissertation authored by **Pamela Ngubane**, titled: ***The influence of organisational culture on psychological safety, affective commitment, and organisational citizenship behaviour at selected SETAs in South Africa***

All aspects of this mini-dissertation were carefully looked at, corrections made, and suggestions given with regards to certain wording and sentence structure, however, the academic content was not influenced in any way. The layout and presentation as well as the referencing of this mini-dissertation were edited as per the referencing and technical/style template/guide provided by the client. Final acceptance of all proposed corrections/changes/comments is at the discretion of the author.

Kind regards

Janine Ellis

Janine Ellis

APPENDIX G: TURNITIN REPORT

40548732:P_Ngubane_Mini-
dissertation_14_Nov_2023_turnit_report.docx

ORIGINALITY REPORT

18%	18%	13%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.econstor.eu Internet Source	2%
2	Submitted to North West University Student Paper	2%
3	bjopm.org.br Internet Source	2%
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