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University of Pretoria

**The influence of social factors in corporate governance policy on
workplace commitment for female employees in the
South African banking industry**

Nathisha Singh

27485294

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Abstract

Employment equity legislation facilitates the entry of women into the workforce; as a consequence there is now a need to investigate factors that would increase female employees' commitment levels in the workplace. One such factor is perception of social aspects of the corporate governance policy. The present study investigated the influence of employee perceptions of the value of social factors of company policy, on affective, continuance and normative commitment levels. This study was conducted in order to ascertain whether a perception of high value of social factors of corporate governance correlates with high levels of organisational commitment. A positive relationship between these variables would direct and inform the corporate governance policy in an organisation, resulting in a more committed and productive workforce.

The study was contextualised in the South African banking industry- in FNB, Standard Bank, Nedbank and Absa. A literature review was undertaken to gain insight into previous work in the fields of organisational commitment studies and corporate governance. A quantitative study was then conducted, using a researcher-constructed questionnaire. Data was analysed using an SPSS statistical package. Findings indicated that the respondents are satisfied that employee welfare, gender equality, increased promotion opportunities for female employees, flexible working hours, parental responsibilities, retaining, training and developing women in the workplace, and employee health and safety are all important considerations in a company's corporate governance policy. The findings revealed that overall these positive perceptions of the social factors of the corporate governance policy in respondents' organisations correlated positively with respondents' workplace commitment levels in the organisation. Findings were then discussed in relation to the literature. Conclusions, recommendations and areas for further study were presented.



Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Name : _____

Signature: _____



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Chapter 1: Introduc

1.1. Introduction

Companies want committed employees, as, to date, it has been assumed that committed employees contribute more to their companies, and increased levels of employee commitment results in improved business performance (Maitland, 2002). Organisational commitment has thus been at the centre of studies in individual and organisational performance for several decades.

Much has happened to the way in which organisations behave, including the evolution of new forms of employee relations and psychological contracts. With recent employment equity legislation, feminisation, as well as participative forms of organisational practice, has become the focus of attention in the workplace. As more women enter the workforce, employers need to investigate factors that would influence their commitment levels to the organisation. Changes in workforce demographics signals changes in work-related values and motivations. With women entering the workforce, corporations and managers can expect moral tension to rise regarding health care demands, conflicting communication, request for more flexible or more structured work schedules, child-care facilities, sexual harassment etc. The mechanisms for dealing with such tensions are dictated to by social considerations of corporate governance, the corporate philosophy of an organisation, and the way in which these rules and regulations are implemented.

Against this transformational background for organisations, developments in the way that commitment is measured have been incremental and arguably detached from the broader context of 'new deals' for employees (Swales, 2002, p. 155). Yet, a finding that commitment may be intrinsically linked to social considerations in corporate policy

could lead to the more effective corporate governance policy.

This study will investigate the effect of female employee perceptions of the value of social factors of company policy on affective, continuance and normative commitment levels, in order to determine whether perceiving value in the corporate governance policy of a company affects levels of organisational commitment.

1.2. Definition of problem and research

The Employment Equity Act requires organisations to take positive employment equity measures, as well as show what steps they have taken to train, develop and retain people from designated groups, such as people of colour, the disabled and women. It has been established that corporations are socially and morally responsible to their constituencies to the extent that they maintain responsible relationships with their stakeholders, and respond to their legitimate rights and claims according to ethical standards of fairness and justice. The perceptions held by female employees of the corporate governance of their organisations may have bearing on these employees' commitment and performance at work. Concurrent with the development of a corporate governance policy, is the need for organisations to gain buy-in from their female employees. Establishing and maintaining employee commitment is vital to organisational effectiveness. Conversely, one of the significant stumbling blocks to an effective work organisation is a lack of employee commitment. High commitment organisations outperform their low commitment counterparts. Employee commitment is an important corporate priority and a key performance indicator in its own right (Maitland, 2002).



1.2.1. Statement of

- To ascertain how female employees perceive the value of the social considerations of the corporate governance philosophy embraced by the organisation;
- To determine the level of commitment of female employees to the organisation;
- To determine the relationship, if any, between biographical information such as age, marital status, qualification, length of service and occupational level and the level of workplace commitment for female employees;
- To assess the relationship, if any, between female employees' perceptions of the social factors of the corporate governance policy in their organisations and their commitment to the workplace.

1.3. Scope of study

The study is limited to female employees in the South African banking industry, in the four major banks, FNB, Standard Bank, Nedbank and Absa. The study surveys women in managerial and non-managerial positions.

1.4. Significance of the study

In South Africa, women are becoming an integral and permanent part of the workforce. Companies have to hire employees from designated groups, viz. people of colour, women and disabled in compliance with the provisions of the Employment Equity Act (Thomas, 2002). In addition, inequalities in corporate policies, employment policies

and practices are c rnative action legislation. Formal discrimination against women in employment is illegal. But despite progressive policies, discrimination against women in employment is prevalent on an informal, social, economic and unconscious level.

According to the Gender, Institutions and Development database (2006), significant advantages exist for companies when both genders are given equal access to employment. Since the 1990's, studies in different countries and cultural contexts have shown that organisations that apply gender equality and diversity programmes also experience the following benefits:-

- Improved performance or productivity (Agos and Burr, 1996),
- Higher quality of service delivery,
- Increased creativity and flexibility,
- Higher quality problem solving,
- A broader range of skills utilised,
- Improved understanding/ penetration of diverse base markets,
- Increased staff morale and job satisfaction,
- Less absenteeism,
- Improvements in trained staff retention, and
- Less turnover resulting in increased savings for the organisation.

Given these multiple benefits for both employees and employers, it is in everyone's interest to seek effective ways to develop a more equitable gender balance and remain committed to their workplace in order to maximise productivity (Peebles, Darwazeh, Gosheh and Sabbagh, 2006).

Moreover, as already stated, the relationship between corporate policy and social considerations may be intrinsically linked to social considerations in corporate policy could lead to more effective corporate governance policy development and implementation. This could ultimately result in a highly committed workforce, and a more productive and competitive organisation.

How female employees perceive the value/benefit of social factors of corporate policy and/or its implementation in their companies, and how this perception affects their commitment to the organisation is thus worthy of investigation.

1.5. Structure of the dissertation

- Chapter one (the current chapter) provides an introduction to the study, and presents the problem and the setting.
- Chapter two comprises literature review, incorporating definitions and models of commitment from organisational commitment studies, as well as employment equity legislation.
- Chapter three describes the research questions.
- Chapter four describes the research methodology utilised in this study.
- Chapter five presents the observations or results.
- Chapter six comprises of the analysis and interpretation of results.
- Chapter seven contains conclusions, recommendations and any limitations to the study.



1.6. Conclusion

Chapter one of this study presented an introduction and overview of the research, including the problem and its setting, the statement of the sub-problems and the scope and significance of the study. It was argued that how female employees perceive the value/benefit in the social factors of corporate policy and/or its implementation in their companies, and how this perception affects their commitment to the organisation is worthy of investigation. The structure of the dissertation was then outlined. Chapter two reviews the literature on commitment studies and corporate governance, providing a context and a conceptual frame of reference.

Chapter 2: Literature review

2.1. Introduction

This chapter will provide an overview of previous work in the fields of organisational commitment studies and corporate governance, thus contextualising the study. Key concepts and areas of research attention are reviewed, and relevant studies, in relation to the topic, are highlighted.

2.2. Organisational commitment

Empirical literature exploring the determinants of organisational performances, including commitment studies, exists. Clearly, employee commitment is a complex concept. Researchers have examined and debated the nature of this in relation to many outcomes, including antecedents of management and supervision styles. Meyer and Herscovitch (2001) indicate that commitment itself is a multidimensional construct and there remains considerable disagreement both within and across work commitment literatures such as organisational, occupational and union. They however argue that commitment should have a “core essence” regardless of the context in which it is studied.

One of the early contributions to understanding how commitment arises highlighted the importance of the ways that organisational members are oriented (involved) towards the organisation as a power (or control) system. Etzioni (1961) proposed, for ‘lower participants’ in organisations, three forms of involvement: moral, calculative and alienative. Alienative involvement can be discounted here, since it is a negative



orientation that arises from being trained, perhaps through enforced membership of an organisation or society such as a prison or military organisation (Etzioni 1961, p. 10).

Calculative involvement is more relevant to business organisations and represents a relationship with an organisation based on a notion of exchange in which members evaluate the trade-off between what they give to the organisation and what the organisation gives or offers in return. Calculative involvement can lead to a mild positive or negative orientation towards the organisation. Moral involvement, in contrast, signifies a highly positive orientation towards an organisation. It stems from internalisation of organisational norms and has one of two forms (Etzioni 1961, p. 11). Pure moral involvement arises when members acting individually, internalise organisational norms and values. Social moral involvement arises when internalisation is a result of pressure from other social groups such as a work group, internal or external customers, suppliers or a management team. Etzioni equated moral involvement with high commitment.

Mowday, Steers and Porter (1979) drew attention to the proliferation of definitions of organisational commitment but highlighted that underlying them was the notion of the individual's attachment or linkage to an organisation or social system. The research community has largely adopted this view such that, for the purposes of measurement, high commitment has effectively become equated with positive feelings towards the organisation and its values, in essence, an assessment of the congruence between an individual's own values and beliefs and those of the organisation.

Morrow (1983) reviewed and compared the major forms of commitment related concepts and explored the inter-relationship between them. She identified five major forms of work commitment in the literature: value focus, career focus, job focus,



organisation focus a on to produce a model of work commitment that included affective organisational commitment, continuance organisational commitment, career involvement, job involvement and work ethic endorsement.

2.2.1. Definitions of organisational commitment

The concept organisational commitment has grown in popularity in the literature on industrial and organisational psychology (Cohen, 2003). Muthueloo and Che Rose (2005) state that organisational commitment is a subset of employee commitment, which comprises of work commitment, career commitment and organisational commitment. Organisational commitment can in turn be subdivided into affective commitment, continuance commitment and normative commitment.

Definitions of the concept organisational commitment include the following:-

- An individual's psychological bond to an organisation, including a sense of job involvement, loyalty and belief in the values of the organisation (O'Reilly, 1989, p. 17),
- Organisational commitment is characterised by employee's acceptance of organisational goals and willingness to exert effort on behalf of the organisation (Miller and Lee, 2001),
- Organisation commitment is characterised by attitude and behaviour (Mowday, 1993),
- Organisational commitment is a psychological state that characterises the employee's relationship with the organisation, and has implications for the



decision to c

(Meyer and Allen, 1997, p.

67),

- Organisational Commitment is a situation in which the employee feels compelled, via a combination of (perhaps subconscious) emotional feelings and practical reasons, to experience a degree of oneness with the organisation, its aim(s) and purpose(s) (Evans, 2003),
- Organisational commitment is a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation,
- Organisational commitment is therefore, the degree to which an employee is willing to maintain membership due to interest and association with the organisation's goals and values (Miller, 2003, p. 73),
- As a combination of both attitudinal and behavioural approaches, organisational commitment is defined as employees' acceptance, involvement and dedication (AID) towards achieving the organisation's goals. It is the willingness of employees to accept the organisation's goals and values, and to work towards achieving these; to be fully involved; and participate; in all activities, both work and non work related, of the organisation; and to dedicate time, and effort towards the betterment of the organisation (Mutheveloo and Che Rose, 2005, p. 1078).

2.2.2. Significance of organisational commitment

In the study of organisational behaviour, organisational commitment is the employee's psychological attachment to the organisation (Meyer and Allen, 1990). It can be contrasted to other work-related attitudes, such as job satisfaction (an employee's



feelings about their (the degree to which an employee experiences a 'sense of oneness' with the organisation).

Organisations are continuously faced with the demand and supply of a changing market. In order for the organisation to adapt to the intense competition in the market place and rapid changes in technology, it requires members to be internally committed (Miller, 2003). An important mechanism to manage organisational commitment is substantial human resource policies and practices that are fair. Meyer and Allen (1997, p. 47) argue that one way organisational fairness is communicated is through the development and enactment of specific policies and procedures that are and are seen to be fair.

A committed workforce is the hallmark of a successful organisation. Committed employees are more productive and work with focus on quality to increase customer satisfaction and the profitability of an organisation. Empirical findings suggest that worker commitment and loyalty are positively associated with higher labour productivity and financial gains at the firm level (Saunders, 2002, p. 58). A body of literature linking organisational commitment to important work behaviours, including turnover, absenteeism, and job performance exists.

Research has also shown that employees who are not committed to their organisation are more likely to be tardy or absent from work, thinking of leaving the organisation and actively looking for alternative employment, weak performers, and to resist organisational change (Mowday, Porter, and Steers, 1982). Compounding this problem is the finding that many employees who reported the lowest levels of organisational commitment tended to hold supervisory and managerial positions in which they are able to influence the attitudes of new and junior employees (Morrow, 1993). Arguably, it is thus in the establishment's interest to foster commitment.



Recently, it has been argued that these may have different implications for behaviour. is of commitment and that

2.3. Scales for measuring organisational commitment

According to Swales (2002), the conflation of attitudes, behaviour and binding economic actions in the measurement of commitment prompted Meyer and Allen (1983) to develop two new scales, which, in their view, more carefully distinguished between these scales. They used the terms affective and continuance commitment to describe attitudinal commitment and commitment based upon economic factors respectively. Meyer and Allen (1991, 1997) later developed a three-component model of commitment in an attempt to draw together three processes by which a person can show commitment to an organisation and which added normative commitment to affective and continuance commitment. Normative commitment derives from feelings of obligation to stay, brought about by events before or after joining the organisation, and the three types of commitment were defined as follows (Meyer and Allen 1991, p. 67):

- **Affective commitment:** Affective commitment is defined as the employee's emotional attachment to the organisation. As a result, the employee strongly identifies with the goals of the organisation and desires to remain a part of the organisation. The employee commits to the organisation because he/she 'wants to'. In developing this concept, Meyer and Allen drew largely on Mowday, Porter and Steers' (1982) concept of commitment. Affective commitment is also referred to as psychological or attitudinal commitment. Porter (1974), as cited by Evans (2003, p. 25) contended that affective commitment could be characterised by three factors:

- 1) Belief in and acceptance of the organisations goals and values;



- 2) Willingness to sacrifice for the organisation to achieve its goals;
- 3) Desire to maintain organisational membership.

Antecedents for affective commitment include perceived job characteristics (task autonomy, task significance, task identity, skill variety and supervisory feedback), organisational dependability (extent to which the organisation can be counted on to look after their interests) and perceived participatory management (extent to which employees feel that they can influence decisions on the work environment and other issues of concern to them) (Muthuveloo et al, 2005). The use of these antecedents is consistent with finding by researchers such as Mottaz (1988) and Rowden (2003). In addition, age and organisational tenure are positively related to affective commitment (Muthuveloo et al, 2005).

- **Continuance commitment:** This is also referred to as calculative and exchange-based commitment (Etzioni, 1961). The individual commits to the organisation because he/she perceives high costs of losing organisational memberships, including economic losses (such as pension accruals) and social costs (friendship ties with co-workers) that would have to be given up. Here, commitment is a function of the rewards and costs associated with organisational membership (Reichers, 1985). Extrinsic benefits would be lost if membership was concluded. Thus, according to Meyer and Allen (1997), employees who possess continuance commitment retain membership because they need to do so. Like affective commitment, continuance commitment might increase the likelihood that an individual will remain with an organisation. Potential antecedents of continuance commitment include age, tenure, career satisfaction and intent to leave (Muthuveloo et al, 2005). Age and tenure can function as predictors of continuance commitment, primarily because of their roles as surrogate measures of investment in the organisation (Meyer and Allen, 1997).

- **Normative commitment** is viewed as a belief about one's responsibility to the organisation. Meyer and Allen (1991) define normative commitment simply as a feeling of obligation to remain within the organisation. The individual commits and remains with an organisation because of feelings of obligation. For instance, the organisation may have invested resources in training an employee who then feels an obligation to put forth effort on the job and stay with the organisation to 'repay the debt'. It may also reflect an internalised norm, developed before the person joins the organisation through family or other socialisation processes, that one should be loyal to one's organisation. Employees retain membership because they feel they 'ought to'. The potential antecedents for normative commitment include co-worker commitment (affective and normative dimensions, as well as commitment behaviours, organisational dependability and participatory management (Muthuveloo et al, 2005, p. 1080). Organisational dependability and perceived participatory management are expected to instill a sense of moral obligation to reciprocate to the organisation (Commerias and Fournier, 2002).

According to Meyer and Allen, these components are not mutually exclusive: an employee can simultaneously be committed to the organisation in an affective, normative and continuance sense, at varying levels of intensity. This idea led Meyer and Herscovitch (2001) to argue that at any point in time, an employee has a 'commitment profile' that reflects high or low levels of all three of these mind-sets, and that different profiles have different aspects on workplace behaviour such as job performance, absenteeism and the chance that they will quit.

Meyer and Allen developed the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS) to measure these components of commitment. Researchers have used these scales to determine



what impact an employee's commitment has on outcomes such as quitting behaviour, job performance, and absenteeism. Researchers however have questioned how well these scales actually assess an employee's commitment.

Maitland (2002) suggests that employee commitment comprises of two elements: the necessary condition for commitment, and the sufficient condition. The necessary condition is retention, where, for whatever reason, employees intend to remain with their current employer, rather than seek employment elsewhere. The sufficient condition is recommendation, where employees are not only motivated to stay with their current employer, but also think highly enough of it to recommend others to join. Maitland (2002) carried out a cluster analysis of a global database in Europe to see how these two elements of commitment interact in the workplace. Cluster analysis is a statistical technique that groups together employees who share similar views on particular dimensions of opinion. This global cluster analysis of the necessary and sufficient conditions for commitment revealed four broad groupings of employees:

1. The Engaged: These employees fulfill both commitment conditions. They intend to stay with their company, and they are sufficiently committed to, and confident in its future success to recommend to others that they join the party as well. Engaged employees comprised 54% of the global workforce.

2. The Cohabiting: These employees think well enough of their company to recommend to others that they join, but do not intend to stay themselves. As organisations move away from offering 'jobs for life' to a focus on 'employability', some opt for 'serial monogamy' rather than 'marriage' as a career strategy. Cohabiting employees comprised 14% of the global workforce.

3. The Separated: These employees think poorly of their companies, but do not intend to leave. Bound by financial ties, specialist skills, the absence of available alternatives, or other circumstances, they are 'trapped'. They would leave if they could, but they can't. They are physically tied to their companies, but mentally and emotionally 'separated'. These employees comprised 16% of the global workforce.

4. The Divorced: These employees are about to become memories. They would not recommend to others to join their company, and are themselves actively seeking alternative employment. They dislike being where they are, and plan to move on. These employees comprised 16% of the global workforce.

Maitland (2002) found wide variations in employee commitment levels across Europe, and found that the commitment clusters reflected vastly different distributions.

2.4. The determinants of employee commitment

Gallie and White (1993) found that employee commitment was related to personal characteristics that they called external factors (beliefs, sense of success) and internal organisational factors including the structure and policies of the organisation. Internal factors that were found to improve commitment included:

- opportunities for personal development and promotion;
- when employees felt their skills were utilised;
- greater access to training;
- when the organisation was seen as a caring employer, prioritising the welfare of the employees;
- the existence of teamwork as a form of supervision;

- considera flexible working hours and maternity leave; and
- health and safety measures in place.

Definitions, models and approaches to the study of employee commitment from related literature, in the psychology and management field continue to be explored.

2.5. A Synthesis of Studies on Employee Commitment

Gallie and White (1993) measured employee commitment to paid work from a 1990 survey and found that it was relatively high in the workforce as a whole and appeared to have increased compared to 15 years earlier. There was little difference between men and women. Only one third of employees exhibited high involvement in their current job, usually called task commitment.

A consultancy report by AON (2000) claimed from a survey of 1570 workers, that 39% of UK workers were committed to continuing their jobs, usually called continuance commitment. Other studies have fiercely debated the gender differences in employee commitment. Hakim's (2000) division of British women into the full time committed workers and the part time uncommitted workers has been debated extensively, although a further third adaptive group has been added.

While there are clearly attitudinal and some behavioural differences between those who work full or part time, there are many determinants of women's orientations to work (Dex, 1998). AON (2000) found that UK women exhibited more commitment than men did to continue in their jobs. Commitment was also higher in the following groups;



among married people outside of London, in higher grade occupations and consequently people with tertiary qualifications, especially in teaching and health professions; with longer job tenure; in the private sector, and in organisations with 1000 to 5000 employees.

Contrary to the findings of Morrow (1993), women in managerial positions exhibited greater commitment than their non-managerial counterparts (AON, 2000). Dex (1998) too found that in job-related characteristics such as job satisfaction, employees' positive view of management, and being in a professional or managerial position yielded higher commitment. Women in management exhibited greater commitment because they had more extrinsic benefits to forfeit if they left.

Dex (1998) found that increasing age was associated with higher levels of commitment, and associated it to a lack of available alternatives, as well as to losses of accrued benefits if they left. Being female was associated with a higher level of commitment, and being partnered was associated with a further increase in commitment. Female employees, who steadily climbed ranks, or who saw their fellow female employees given promotion posts or performance rewards, exhibited greater commitment levels. These results are consistent with the AON consultancy study.

Dex and Scheibl (2001) however, found that longer tenure in the job was mostly not significant, except among private sector employees as a whole. Dex (1998) also investigated employees' knowledge of employers' policies and found inconsistencies because of incomplete communication within organisations, misunderstanding and possibly false claims. In such cases, commitment was low.



Dex and Scheibl (2001) found that employees with higher commitment for those working in the public, but not in the private sector. They attributed this to the fact that the public sector may do more to help those with poor health to retain their jobs and stay in work. They also found that compared with relatively unskilled jobs, other types of jobs tended to have higher levels of commitment. Clerical or secretarial work was associated with lower levels of commitment. Generally speaking, those with higher levels of skill tended to have higher levels of commitment. In contrast to this however, employees holding a degree had lower levels of commitment than those without a degree. Dex and Scheibl (2001) concluded that a degree afforded one with the opportunity of having more discretion in one's job, and the results might be reflecting the attitudes of workers who have better labour market opportunities, and who therefore have less commitment to any one organisation. Surprisingly, equal opportunity policies showed no significant effect on motivation levels (Dex and Scheibl, 2001).

Organisations that have strong union presence showed greater compliance with factors such as gender equality, equal opportunity, minimum wage and working hours and health and safety measures, and consequently reported higher levels of employee commitment (Brown, McNabb and Taylor, 2006). Leigh (1985) however, found that union members go absent more often than non-union members and attributed such a finding to the union member having a stronger sense of security at work.

The 1996 PSI survey of employers reported that equal number of British employers saw the advantages and disadvantages in providing family friendly working arrangements. Employers were most likely to perceive benefits for improved staff morale and loyalty, together with improved staff relations.

Other collations of case study material have found evidence of business benefits from introducing flexible working arrangements (Dex, 1999). In some cases precise measures have been carried out; in other cases, managers' perceptions are the basis for the claimed improvements. Studies measuring the effects of flexi time and compressed working week arrangements on female employee attitudes found uniformly positive effects (Dex, 1998). A safe environment, with the introduction of safety equipment and clothing, as well as health insurance and workman's compensation insurance, also yielded a favourable response (Dex, 1998).

Interviews by IRS (2000) with the managers in 83 organisations that had some family-friendly arrangements found that 68% of these managers thought commitment and /or motivation increased as a result of having family-friendly policies which included parental leave, job sharing, working at or from home during normal working hours, a nursery to help with childcare, scheme for time off for emergencies, and flexi time. Similar percentages also thought employee relations and job satisfaction improved for the same reasons. AON (2000) suggested that the lack of work-life balance in companies' agendas, along with stress, dissatisfaction with rewards, and lack of proper communication channels and poor management of change were the drivers of low commitment in organisations.

In a cross-sectional study of police officers in New South Wales and New Zealand, Beck (1996) found two distinct stages in the development of organisational commitment. Consistent with previous studies, there was a rapid and substantial decrease in commitment over the first few years of employment, which was associated with a perception that experiences within the organisation did not meet the expectations about the work and work environment held prior to recruitment (Meyer and Allen, 1997). In contrast to previous studies however, the commitment levels of



policemen continued tent decline was related to the perception that organisations did not care or support individual members. In addition, officers who felt they had made investments in the organisation (in terms of superannuation contributions, non-portable training, and experience, etc.) were more likely to report higher levels of organisational commitment. Significantly, these results were common to both countries despite any differences in their political, cultural and organisational environments (Beck, 1996). Beck (1996) also found that commitment to the organisation improved if the organisation demonstrated support for its officers through clearer communication channels and positive feedback, as well as increasing participation in decision-making.

In an attempt to design an intervention strategy to improve commitment, policemen in the study were asked the question, “How do you think commitment to the police organisation might be improved?” The responses generated were categorised into eleven main responses:

Table 2.1. Frequency of responses to the question: How do you think commitment to the police organisation might be improved? ($n = 485$)

<i>Category</i>	<i>Frequency</i>	<i>(%)</i>
1. Increase general support (Trust and respect operational police and recognise performance)	(36)	174
2. Pay more, and improve the pay-for-performance system	(22)	106



Category

(%)

3.	Recognise the value of officers' policing experience in decision-making (19) (Senior staff should interact with, and listen to, operational police)	93
4.	Improve the promotional system (16) (Increase the number/ scope of opportunities and improve system)	77
5.	Improve career development and incentive programme (14) (e.g. Allow work rotation or higher duties to maximise experience)	68
6.	Challenge and minimise government intervention (12) (Especially in the areas of resource allocation or legislative weakening Of police powers and criminal penalties)	60
7.	Improve working conditions (12) (Increase staffing and resources, and improve equipment)	59
8.	Improve management (10) (Reduce the political motivation and self interest of senior staff)	49



Category	(%)
9. Improve employment conditions (7) (e.g. Provide early retirement provisions, job-sharing)	32
10. Support officers publicly (6) (Particularly with high profile media support during times of trouble)	30
11. Other (14)	70

Source: Beck (1996)

In summary, these results indicate that the police officers in the study thought that commitment to the organisation would be improved if senior management demonstrated trust in their members, and gave recognition of performance through praise and feedback. Recognition of experience through allowing involvement in decision making (i.e. interaction with senior management) was also suggested as a mechanism that would help to improve levels of organisational commitment. Finally, according to the officers, increasing pay and improving promotional system and opportunities for promotion would also be likely to improve commitment.

In general, there are criticisms of the lack of rigour in the design and in the measures used to evaluate interventions (Gottlieb, 1998). The effect of interventions on job satisfaction has been found to vary between positive and no effect.



The literature thus s outcomes to organisational commitment research yet concur that the need for study in the field should be a sustained and continuous effort.

2.6. Considerations for female employees

2.6.1. Employment equity and diversity management

Affirmative action and employment equity are legislatively enforced in South African organisations. The measures implemented by the designated employer must include implementing affirmative action measures for people from designated groups viz. black people, women and people with disabilities (Nel, et al,2006). South African legislation, comprising The Employment Equity Act 55 of 1998, the Labour Relations Act 66 of 1995, the Skills Development Act 56 of 1998 and the Unemployment Insurance Act of 2000, encourage employers to take affirmative action measures to remedy wrongs and imbalances in the workplace to ensure that these inequalities do not continue, and that women take their rightful place alongside men, in the workforce. Legislation thus impacts directly on the corporate policy of a company. Finnemore (1999, p. 294) explains that the purpose of the legislation is to achieve employment equity by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination, and the implementation of affirmative action measures to redress the disadvantages in employment experienced by designated groups. This is done in order to ensure equitable representation in all occupational categories and levels in the workplace. The legislation, together with policies and programmes, is seen as a government initiative to change the make-up of a company's workforce profile and get the economy working. The Employment Equity Act is especially important for women, in particular black women, who have been denied equal opportunity in the past.

Diversity management, on the other hand is seen by more organisations as a competitive advantage and a strategic necessity to survive in a globally diverse environment. The literature on workplace diversity and organisational demography suggests that workplace heterogeneity in terms of such factors as gender, age and ethnicity influences workforce social integration and, hence, overall organisational effectiveness (Lee and Peccei, 2007).

2.6.2. Gender equality arguments

Equal opportunity arguments for family-friendly policies have played a significant role in stressing the need to challenge traditional models of work (Lewis, 1997). It is important to move beyond equal opportunity arguments, focusing on formal personnel policy to address the ways in which gender, and particularly gendered family roles are constructed and reproduced within organisations (Lewis, 1997, p. 19). Women's family roles, especially as mothers, tend to be highly visible in organisation, but they are played out in a context where the dominant social constructions of the ideal mother and the ideal worker are mutually exclusive (Lewis, 1997). The broader goal of the gender equality argument for family friendly policies and practices is therefore to achieve equal opportunity for men and women to adapt for family reasons, with the diverse work patterns that emerge from these adjustments being as valued as traditional patterns (King, 1996).

2.7. Corporate governance

Corporate governance can be described as the top management process that manages and mediates value creation for, and value transference among, various corporate claimants in a context that ensures accountability to these claimants (Evans,

2003). This definition being a 2-way street. Just as the corporation is responsible to its stakeholders for governance, governance practices determine how the stakeholders monitor and control the firm.

2.7.1. Significance of Corporate Governance

While it may be conceded that corporations as legal entities and as collective of individuals and groups must maximise profits for owners and shareholders, they must for this very reason, and to survive and succeed, also respond to legal, social, political and environmental claims of a host of stakeholders inside and outside their boundaries. Corporations are therefore socially and morally responsible for their constituencies to the extent that they maintain responsible relationships with their stakeholders, and respond to their legitimate rights and claims according to ethical standards of fairness and justice.

2.7.2. Social Considerations in Corporate Governance Philosophy

The King II Report's (2002) 'triple bottom line' accountability as cited in Faure and de Villiers (2004), discusses the functions and values of corporate governance under three sections viz. economic, environmental and social. For the purposes of this gendered study, only the social considerations of a company's corporate governance policy will be investigated.

Finnemore (1999) provides some guidelines for a good corporate governance policy that will address specific female employees concerns, as a previously disadvantaged group. These include:

- Increased promotion opportunities for full time and part-time female employees;
- Developing job sharing schemes;
- Introducing flexible working hours;
- Allowing time off work during pregnancy for antenatal care;
- Improving maternity and childcare facilities;
- Recognising that both men and women have parental responsibilities (rejecting gender stereotyping that only women are care-givers);
- Retaining, training and developing women within the workplace and removing obstacles that block their path to promotion; and
- Taking steps to narrow wage gaps between employees doing similar jobs.

As already pointed out, these guidelines impact on the corporate policy and its implementation by business organisations. Interestingly, these guidelines are strikingly similar to the determinants of organisational commitment as pointed out by Gallie and White (1993). This present study is premised on the view that one of the significant stumbling blocks to an effective work organisation, is that female employees find little or no value/benefit in the corporate governance policy and/or its implementation in companies, and therefore they do not commit themselves to the organisation.

2.8. The financial services sector

The South African financial services sector may be defined as banking, insurance and securities industries (Hawkins, 2004). The financial services industry has undergone dramatic change over the past two decades. The opening of the South African market to financial flows and the liberalisation of its economy followed the advent of democracy and heightening international awareness of the country as an investment

destination Following
Js, banks were faced with new and competitive operating environments, and, as a consequence, are attempting both to increase operating efficiencies and develop new income streams through various structural and strategic change initiatives (Durkin and Bennett, 1999).

The banking industry remains concentrated with a few dominant players specifically in the retail market with the top four banks accounting for 70 per cent of the industry's assets. This is not unique to South Africa, and the domination of the South African industry by only four banks is in keeping with other middle-income emerging markets (Hawkins, 2004). These four banks, Absa, Standard Bank, Nedbank and First National bank was the focus of the present study.

2.9. Conclusion

A review of the literature comprised of definitions, models and findings of organisational commitment studies and the banking industry. It revealed employee commitment as a complex concept. Definitions of organisational commitment were presented, together with its significance and scales for measuring Affective, Continuance and Normative Commitment. Finally, determinants of employee commitment, and a synthesis of employee commitment studies, as revealed in the literature, were presented. The argument for employment equity and diversity management was presented. Attention was then given to an understanding of corporate governance and its significance to organisational commitment of female employees. The study was contextualised within the banking sector. Chapter three will proceed with a probe into the research questions utilised in this study.



Chapter Three: Re:

3.1. Introduction

The study investigated the effect of employee perceptions of the value of social factors of company policy on affective, continuance and normative commitment levels. This ascertained whether a perception of high value attributed to social factors of corporate governance correlated with high levels of organisational commitment. The specific research questions that were probed are described below.

3.2. Research questions

3.2.1. Research question 1:

How do female employees perceive the value of the social considerations of the corporate governance philosophy embraced by the organisation?

It was anticipated that a direct relationship exists between positive value perceptions of social considerations in corporate governance policies and workplace commitment. An alternative would be that no relationship exists between these constructs. This research question has been modeled on literature from Finnemore (1999), Gallie and White (1993), Maitland (2002) and Meyer and Allen (1997). The collection tool used was a researcher-constructed questionnaire that addressed the social dimensions of an organisation's corporate governance policy.



3.2.2. Research que

What is the level of commitment of female employees to the organisation?

This question probed commitment levels through an adaptation of the Meyer and Allen's Organisational Commitment Scale (OCS). The research question was modeled on literature from Meyer and Allen (1997), Swailes (2002) and Mowday (1979). The collection tool was an adaptation of the Meyer and Allen Organisational Commitment Scale.

3.2.3. Research question 3:

What is the relationship, if any, between biographical information such as age, marital status, qualification, length of service and occupational level and the level of commitment of female employees in an organisation?

It was anticipated that individual biographical variables would have an effect on levels of commitment. The research question was explored in the present study. Findings were then compared to the findings in the literature.

3.2.4. Research question 4:

What is the relationship, if any, between female employees' perceptions of these social factors in their organisation and their commitment to the workplace?



It was anticipated that the relationship between perception and commitment: the more positive the perception, the greater the commitment. The research question was explored in the present study. Findings were then compared to the findings in the literature.

3.3. Conclusion

This chapter described the nature of the research questions of this study. It is anticipated that a direct relationship exists between positive value perceptions of social considerations in corporate governance policies and workplace commitment. The research questions will explore this expectation. Chapter four will proceed with a discussion on the research methodology and data capturing methods used for this study.



Chapter four: Rese

4.1. Introduction

Cooper and Schindler (2000) point out that methodology refers to the overall approach evident in the research process from the theoretical foundation to the strategies that are used in the collection and analysis of the data. There are two widely recognised research paradigms - the positivist and the phenomenological. For the purposes of this study, a positivist paradigm was utilised as the data was specific, the sample was large and the sample could be generalised to represent the population. An empirical study was undertaken in conjunction with the literature review in an attempt to determine whether a relationship exists between female employees' perceptions of corporate governance in the workplace and their commitment to the organisation.

This chapter outlines the objectives and methodology of the study. It will comprise of a description of the sample and the techniques employed to select the subjects. The research process was conducted as follows:-

- A literature review to identify the factors to be considered in the research,
- Construction of the questionnaire,
- Population determination,
- Sampling and data collection,
- Data analysis.



4.2. Objectives of the study

- To ascertain female employee perceptions on the value of the social dimension of the corporate governance philosophy embraced by the organisation;
- To determine the level of commitment of female employees to the organisation;
- To determine the relationship, if any, between biographical information such as age, marital status, qualification, length of service and occupational level and the level of workplace commitment for female employees in an organisation;
- To assess the relationship, if any, between their perception of corporate governance in their organisation, and their commitment to the workplace;

A review of the literature was conducted to determine the relevant issues to be considered in the study.

4.3. Description of Sample

Cooper and Schindler (2000, p. 77) explain that a sample is a part of the large target population, carefully selected to represent the population. Cooper and Schindler (2000, p. 77) further state that the basic idea of sampling is by selecting some of the elements of the population, we may draw conclusions about the entire population. Two types of sampling techniques exist; probability and non-probability sampling. Probability sampling, as described by Cooper and Schindler (2000, p. 166) is based on the concept of random selection. A controlled procedure is followed and each population element is given a known non-zero chance of being selected. "Non-probability sampling" is arbitrary (non-random) and subjective. Cooper and Schindler refer to this technique as a non-random sampling method, where each element does not have a known non-zero chance of being selected.



The population of this study included female employees from the retail banking sector of Absa, Nedbank, FNB and Standard Bank. A sample of 280 subjects was randomly drawn from female employees in the Johannesburg retail sector of each bank and questionnaires were distributed.

4.4. Data collection method

Structured questionnaires were used as the primary tool for gathering data on the research subject. According to Zikmund (2003), the purpose of survey research, a positivist research paradigm, is to collect primary data, data that is gathered and assembled specifically for the research project at hand. A structured questionnaire is one with limited choices of responses, or frame. The basic objective of these questionnaires was to obtain facts, opinions, attitudes, preferences and perceptions of respondents about the phenomena in question. Scores on a measure of commitment were correlated with scores on a researcher-constructed questionnaire of perceptions towards social factors identified, and to responses to demographic items. Of the 280 questionnaires that were distributed, 202 questionnaires were returned thus representing a 72% response rate. Three questionnaires were incorrectly completed and rejected. The resultant sample size was deemed acceptable.

4.4.1. Questionnaire composition

A ranking scale questionnaire was developed or adapted as the research tool for the collection data (Appendix 1). The questionnaire was designed to take approximately five to ten minutes to complete. The questionnaire was designed as follows:-

- Section E information and included gender, age, marital status, highest qualification, length of service in the organisation and occupation level.
- Section P2.1 – P2.8 – consisted of eight questions that were constructed on the basis of literature reviewed. Respondents were required to rank each statement on a scale of one to five, where one represented strongly disagree, two represented disagree, three represented a neutral response, four represented agree and five represented strongly agree. The purpose of this section of the questionnaire was to establish the perceptions of the value of social factors in corporate governance policy amongst the respondents.
- Section C3.1 – C3.9 – consisted of nine questions that have been adapted from the Meyer and Allen commitment scale. It has addressed the three areas of commitment namely normative, affective and continuance commitment. The purpose of this section of the questionnaire was to establish the drivers of commitment for respondents’.

4.4.2. Pre-testing the questionnaire

For the purpose of improving the draft questionnaire and to determine whether the respondents would understand the questionnaire, a pre-test was conducted. A sample of ten female employees were randomly selected and asked to test the questionnaire.

The objective was to establish:-

- Whether any of the instructions were confusing,
- The appropriateness of the wording used,

- The simpl abulary,
- The relevance of statements,
- The length of the questionnaire to test for respondent fatigue.

Respondents were asked to provide comments and evaluate the statements, instructions and layout of questionnaire. Based on the feedback, the questionnaire was finalised and distributed for completion.

4.4.3 Administration of the questionnaire

The design of the questionnaire administration took the form of a hard and soft copy, with email used largely as the delivery and retrieval medium, thereby reducing costs and overcoming the potential problem of access to respondents. Respondents were briefed about the purpose and benefits of the study.

4.5. Reliability

Reliability refers to the degree to which the questionnaire generates consistent results. Cron Bach's Coefficient Alpha was used to measure internal consistency, since it has the most utility for multi item scales. According to Cooper and Schindler (2001, p. 216), what is measured is the degree to which the instrument items are homogenous and reflect the same underlying constructs. It is computed in terms of the average inter-correlations among the items measuring the concept. The closer the reliability coefficient is to 0.7, the more reliable the measure.

4.6. Validity

Validity refers to the extent to which the questionnaire measures what it was intended to measure. Adequate coverage of the research objectives ensures content validity. A literature search indicated various dimensions of the study variable. The questions asked in the questionnaire were pertinent to the study objectives. Thus content and face validity was incorporated in the research instrument.

4.7. Ethical considerations

Informed consent was guaranteed. Participants were informed of their right to not participate and their right to maintain anonymity. The identities of participants were not probed. Management of the banking institutions were assured of confidentiality of results.

4.8. Data analysis

The data was analysed using the SPSS Statistical Programme. Descriptive and inferential statistics, which are specifically designed to meet the requirements of such quantitative questionnaires as was implemented in this study, was used to analyse data in this study.

Descriptive Frequency Statistics was used for the purpose of reducing and summarising large amounts of data by means of graphical representation and central tendency statistics (mean, median, mode and standard deviation).The inferential



statistics involved th and the Cron bach alpha test. Inter-correlation between the key variables of the study was also presented. According to Cooper and Schindler (2001, p. 554), ‘Nominal measures are used to assess the strength of relationships in cross-classification tables.’ ANOVA (Analysis of Variance) was used to test the mean differences among the variables under study (social dimensions, affective commitment, continuance commitment and normative commitment) against the biographic data (age, marital status, qualifications and experience). The results of ANOVA will indicate the presence or absence of significant relationships between the variables of study. Spearman Correlation has been explored. Cooper and Schindler (2001, p. 562) describe Spearman’s rho correlation as a popular ordinal measure. An independent sample T-Test was explored to establish whether significant differences exist between the occupation groups towards the study variables.

4.9. Conclusion

This chapter has highlighted the primary objectives of the study, the research design, a description of the research sample and a presentation of sample characteristics. The research instrument was described, including the questionnaire composition, pre-testing, administration and ethical considerations. Methods of ensuring reliability and validity were presented. Data was analysed using the SPSS statistical software package. Quantitative statistical tools including descriptive and inferential statistics were used for analysis. The results and findings are presented in chapter five.



Chapter five: Resu

5.1. Introduction

The collected data has been coded, decoded and captured using the SPSS 13 statistical programme. Descriptive, inferential and central tendency techniques were used to analyse the following constructs:

- Social Dimensions;
- Affective Commitment;
- Continuance Commitment; and
- Normative Commitment.

The coding is as follows:-

B1 – B6 refers to responses to biographical information in Appendix 1.

P2.1 – P2.8 refers to responses to questions on the perceptions of the value of corporate governance in Appendix 1.

C3.1 – C3.9 refers to responses to questions modeled on Meyer and Allen's organisational commitment scale in Appendix 1.

Statistical methods together with quantitative analyses were used to determine whether significant relationships exist between the dimensions mentioned above and each of the biographical variables (gender, age group, marital status, qualification, length of service and occupational level). Cronbach's coefficient alpha was used to analyse the measurement instrument, ensuring accuracy and consistency of results.

The results have been presented below.



5.2. Descriptive Statistics

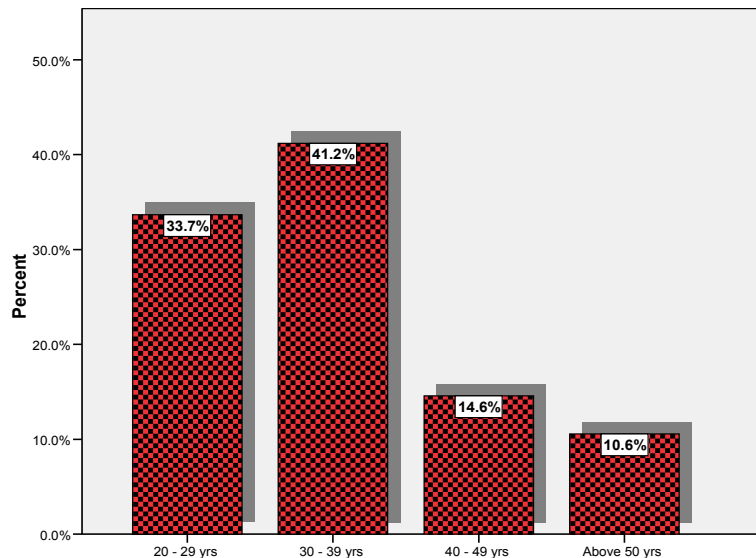
According to Zikmund (2003), statistics used to describe or summarise information about a population or sample is referred to as descriptive statistics. This section is an overview of the differences and similarities between the variables in the study. Percentages are used to describe the significant relationships that emerged from the data capture.

Table 5.1 : Respondent gender group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	199	100.0	100.0	100.0

The above table reveals that the participant respondents in this project are 100 % female. This project is based on female respondents' perceptions.

Figure 5.1: Respondent age group

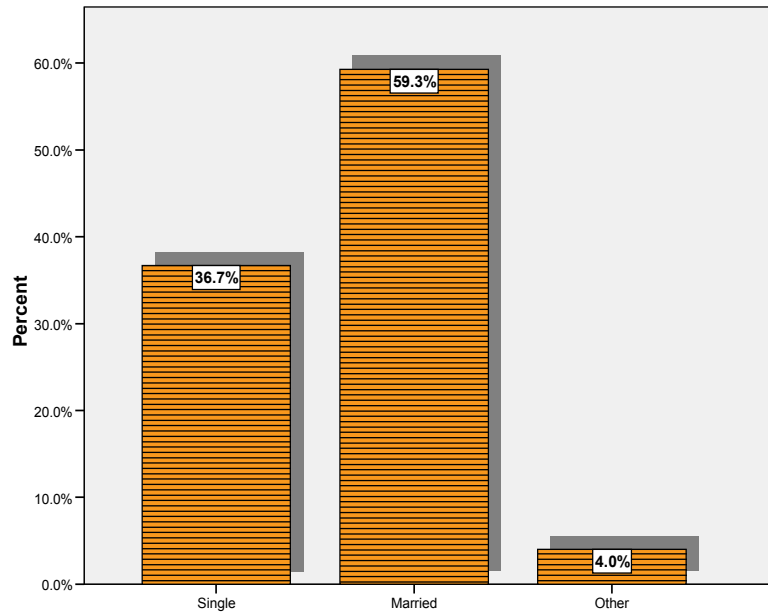


The results of the graph above reveal the age group dispersion of participant



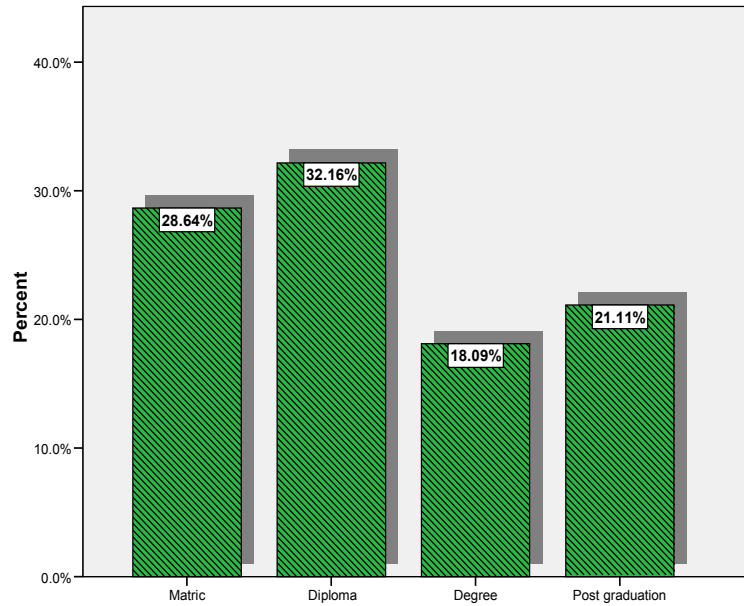
respondents in this . . . 10 - 29 years, 41.2 % are between 30 - 39 years, 14.6 % are between 40 – 49 years and 10.6 % are above 50 years.

Figure 5.2: Respondent Marital Status

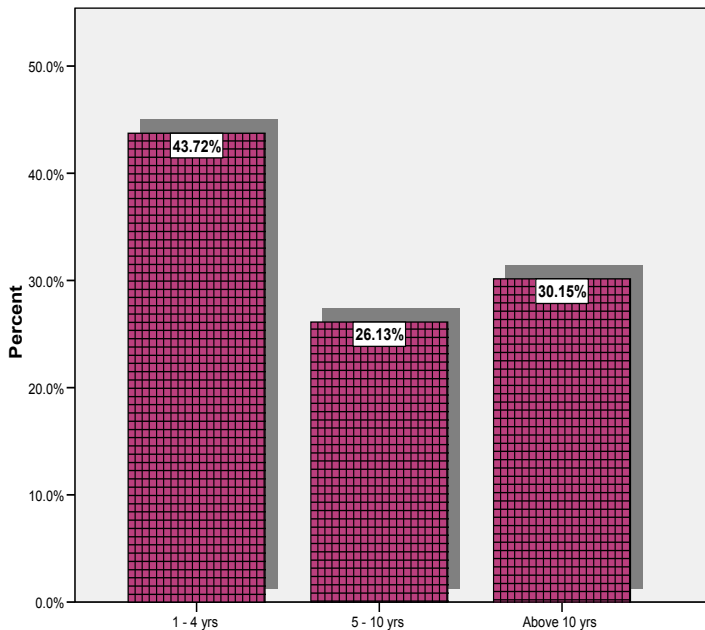


The results of the graph above reveal the marital status dispersion of participant respondents in this project. These are: 36.7 % are single, 59.3% are married and 4.0% could either be separated, widowed etc.

Figure 5.3: Respondent Highest Education

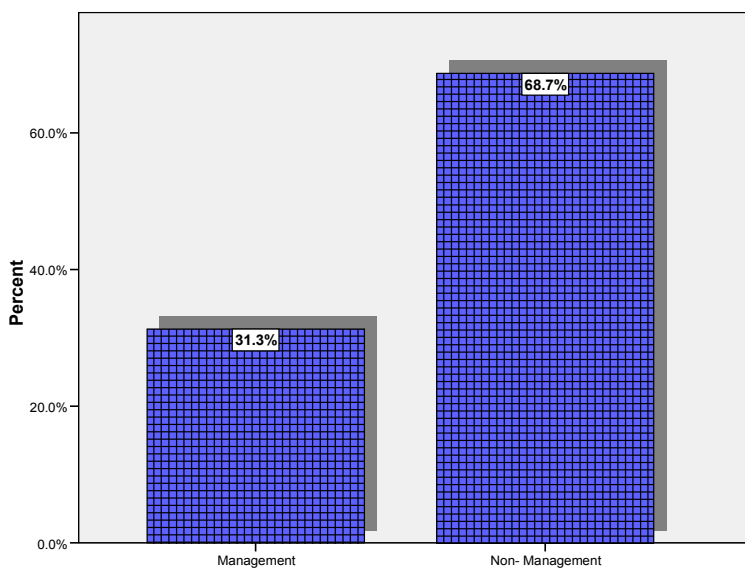


The results of the graph above reveal the qualifications dispersion of participant respondents in this project. 28.6% have matriculated, 32.2% have a diploma, 18.1% have a degree and 21.1% have a postgraduate qualification.



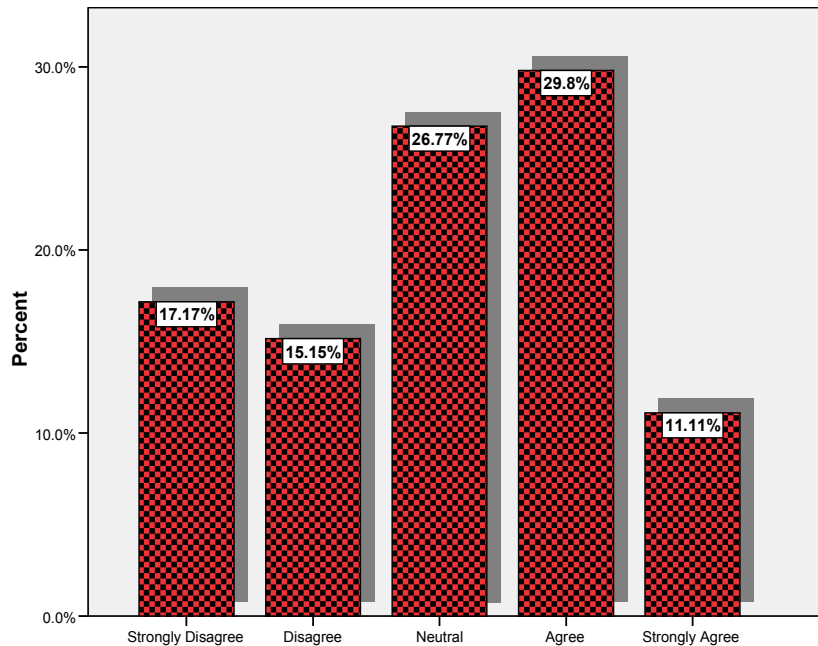
The results of the graph above reveal the length of service in year's dispersion of participant respondents in this project. 43.7% are in the group 1 - 4 years, 26.1% are in the group 5 - 10 years and 30.2% are in the group above 10 years.

Figure 5.5: Respondent occupation level



The results of the graph above reveal the occupation level dispersion of participant respondents in this project. 31.2% are in management and 68.3% are non-management. One respondent representing 0.5% of the number of respondents has not indicated their level of occupation.

Figure 5.6: I believe that I am valued in my organisation as much as the shareholders

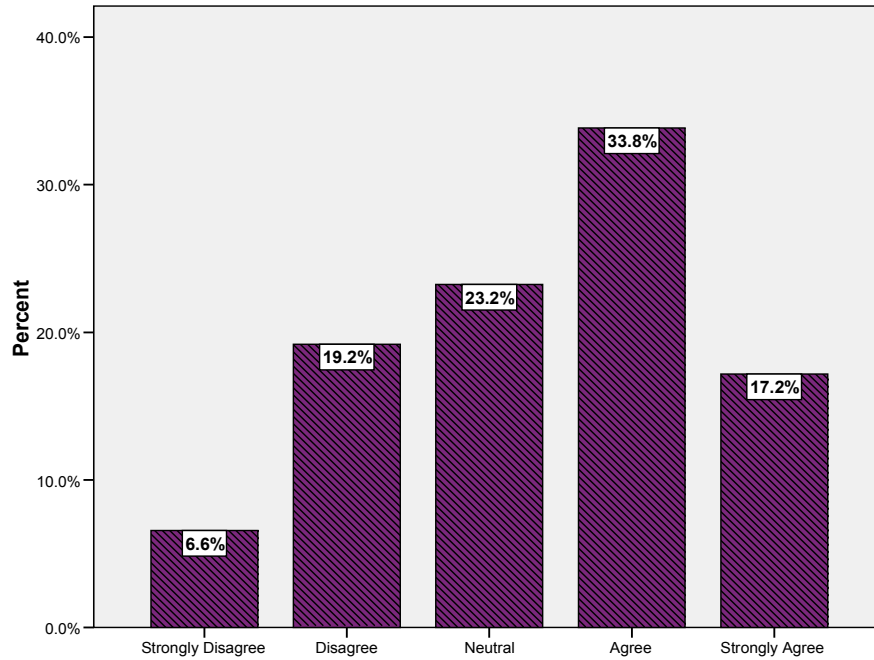


The results of the graph above reveal the perceptions of participant respondents in this project. It shows that 17.1 % strongly disagree, 15.1 % disagree, 26.6% remain neutral, 29.6 % agree, 11.1 % strongly agree and 0.5% did not express their opinions towards the statement p2.1: I believe that I am valued in my organisation as much as the shareholders.



Figure 5.7. In my o

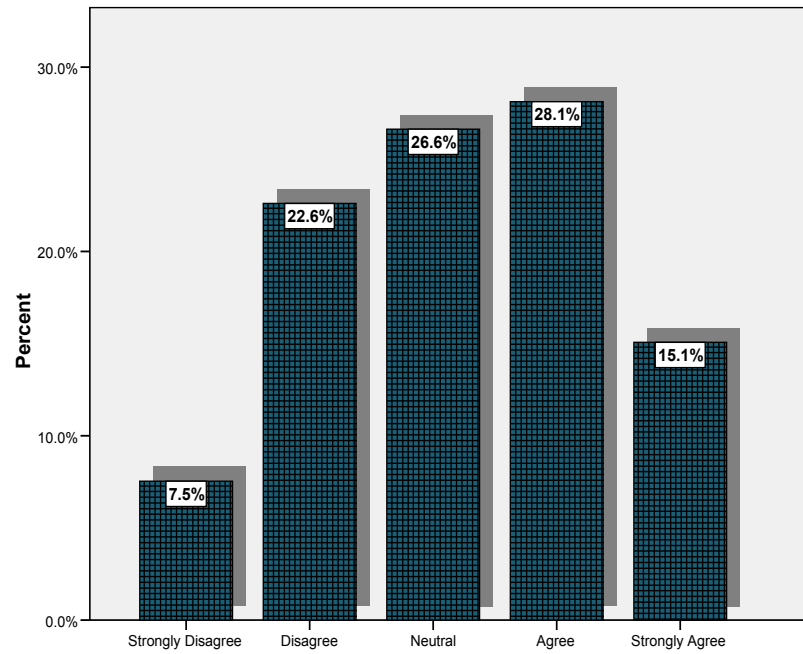
deration in my **workplace**



The results of the graph above reveal the reveal perceptions of participant respondents in this project. It shows that 6.5 % strongly disagree, 19.1 % disagree, 23.1% remain neutral, 33.7 % agree, 17.1 % strongly agree and 0.5% did not express their opinions towards the statement p2.2: in my organisation, gender equality is an important consideration in my workplace.



Figure 5.8. Increased promotion opportunities for female employees are important in my organisation

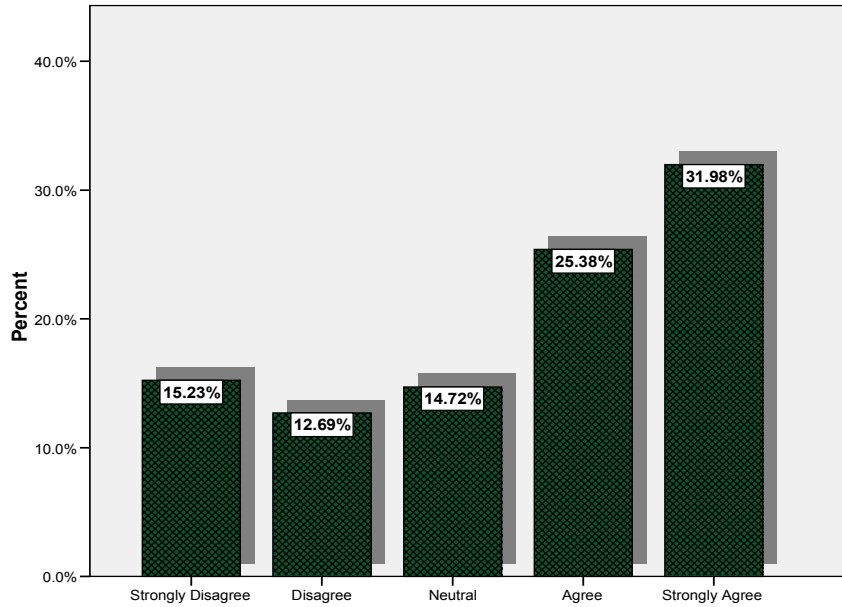


The results of the graph above reveal the reveal perceptions of participant respondents in this project. It shows that 7.5 % strongly disagree, 22.6 % disagree, 26.6% remain neutral, 28.1% agree and 15.1 % strongly agree with statement p2.3: increased promotion opportunities for female employees are important in my organisation.



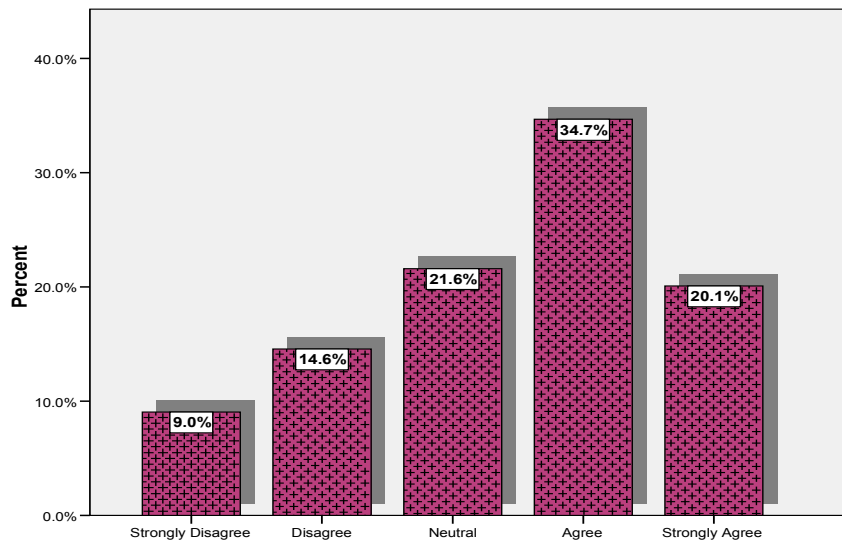
Figure 5.9. Flex

ation in my workplace



The results of the graph above reveal the reveal perceptions of participant respondents in this project. It shows that 15.2 % strongly disagree, 12.7% disagree, 14.7% remain neutral, 25.4% agree and 32% strongly agree with statement p2.4: flexible working hours are an important consideration in my workplace.

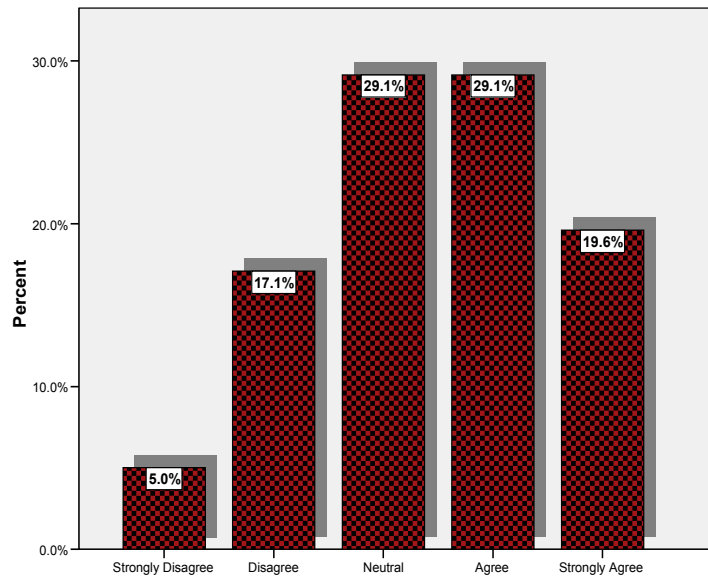
Figure 5.10. The responsibility of parenthood is an important consideration in our organisation





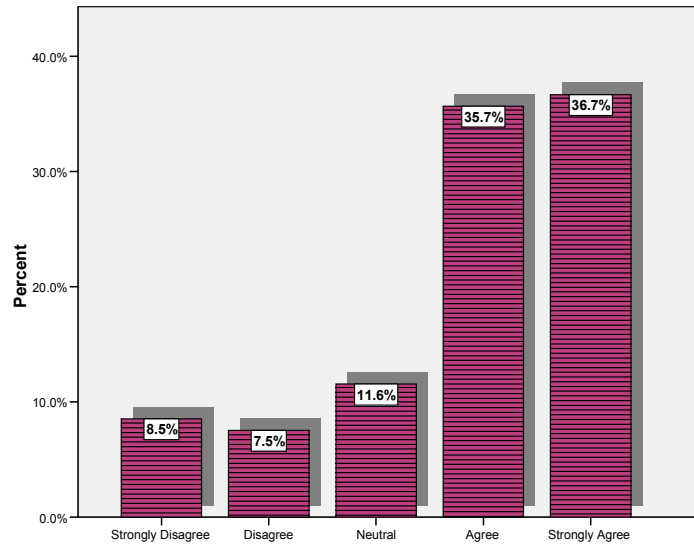
The results of the graph above reveal the perceptions of participant respondents in this project. It shows that 9% strongly disagree, 14.6% disagree, 21.6% remain neutral, 34.7% agree and 20.1% strongly agree with statement p2.5: the responsibility of parenthood is an important consideration in our organisation.

Figure 5.11. Retaining, training and developing women within the workplace is important to my organisation



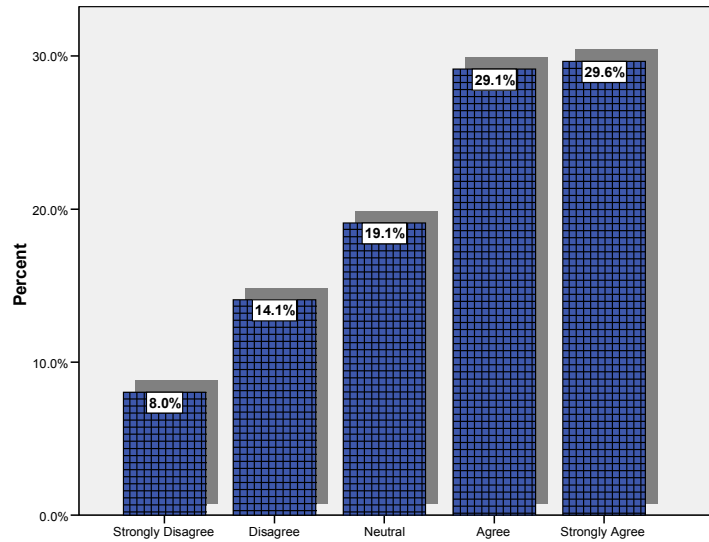
The results of the graph above reveal the reveal perceptions of participant respondents in this project. It shows that 5.0% strongly disagree, 17.1% disagree, 29.1% remain neutral, 29.1% agree and 19.6% strongly agree with the statement p2.6: retaining, training and developing women within the workplace is important to my organisation.

Figure 5.12. Employee health and safety matters in the workplace are important in my organisation



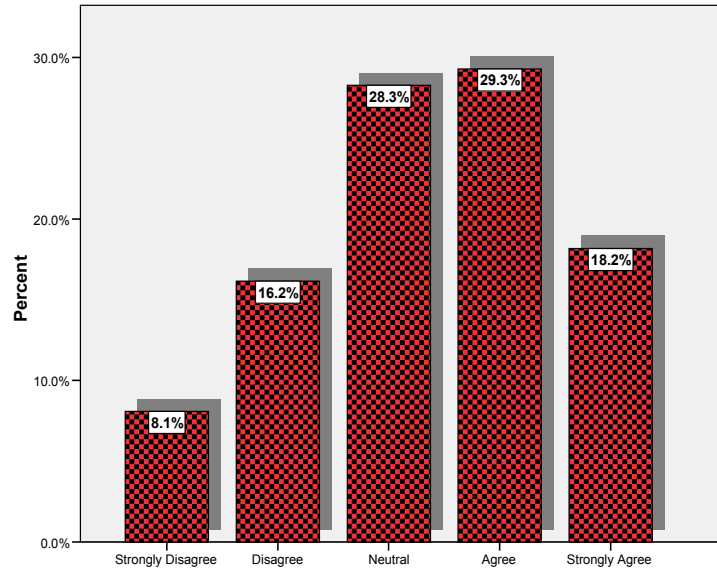
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 8.5% strongly disagree, 7.5% disagree, 11.6% remain neutral, 35,7% agree and 36.7% strongly agree with statement p2.7: employee health and safety matters in the workplace are important in my organisation.

Figure 5.13. Policies and implementation on the above considerations are clearly communicated to employees



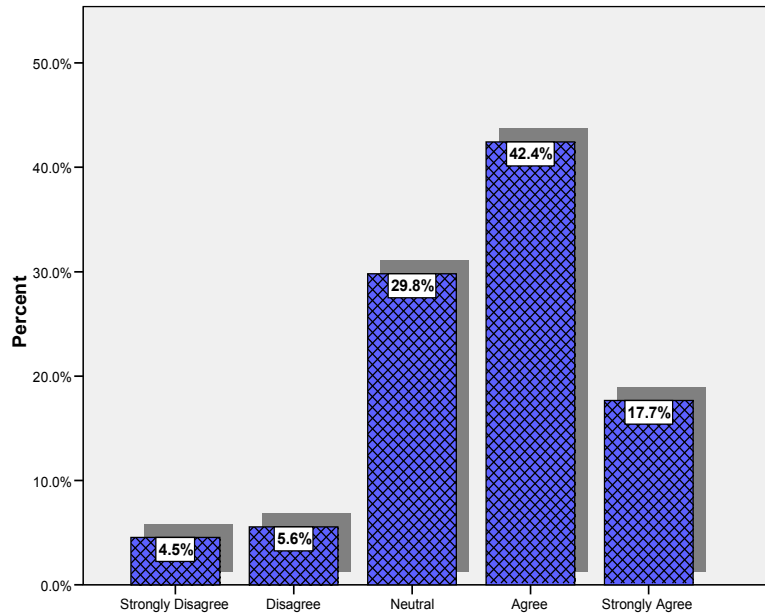
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 8.0% strongly disagree, 14.1% disagree, 19.1% remain neutral, 29.1% agree and 29.6% strongly agree with statement p2.8: policies and implementation on the above considerations are clearly communicated to employees.

Figure 5.14. I truly feel as if my organisation's problems are my own



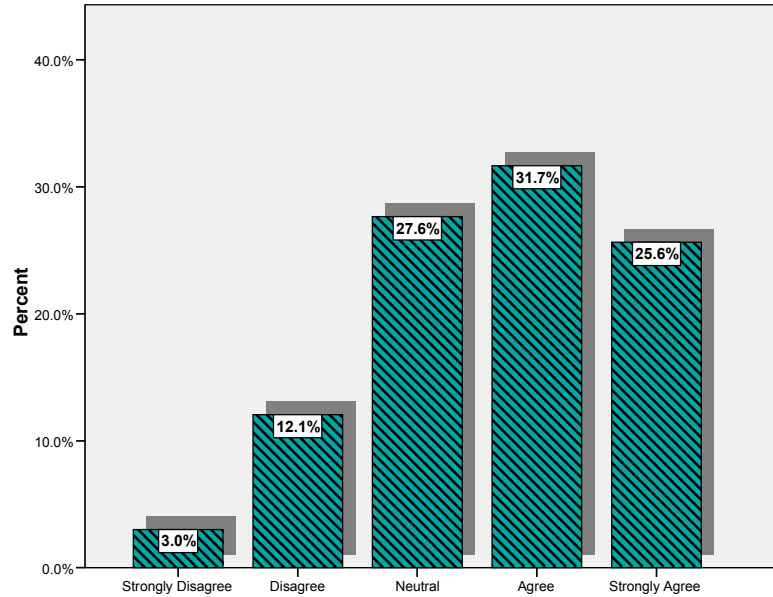
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 8.0% strongly disagree, 16.1% disagree, 28.1% remain neutral, 29.1% agree and 18.1% strongly agree with statement c3.1: I truly feel as if my organisation's problems are my own.

Figure 5.15. This organisation has a great deal of personal meaning for me



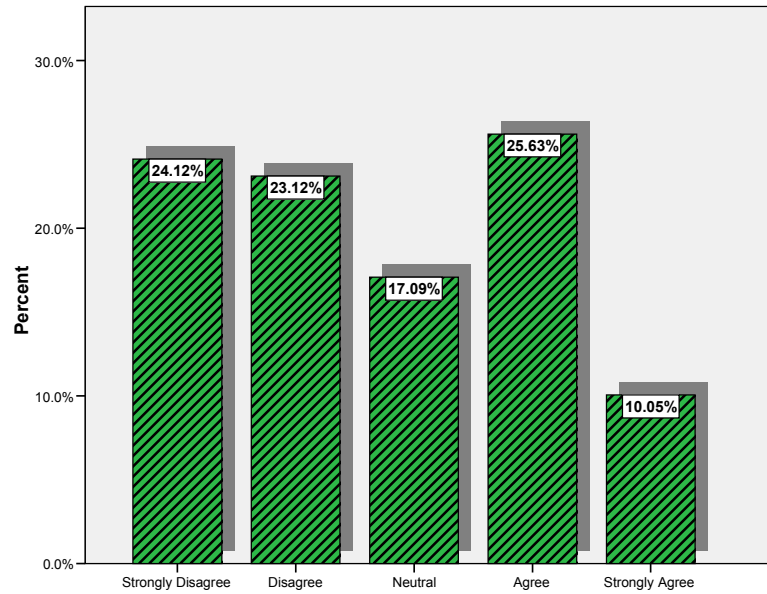
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 4.5% strongly disagree, 5.5% disagree, 29.6% remain neutral, 42.2% agree and 17.7% strongly agree with statement C3.2: This organisation has a great deal of personal meaning for me.

Figure 5.16. I believe that I could easily become as attached to another organisation as I am to my current one



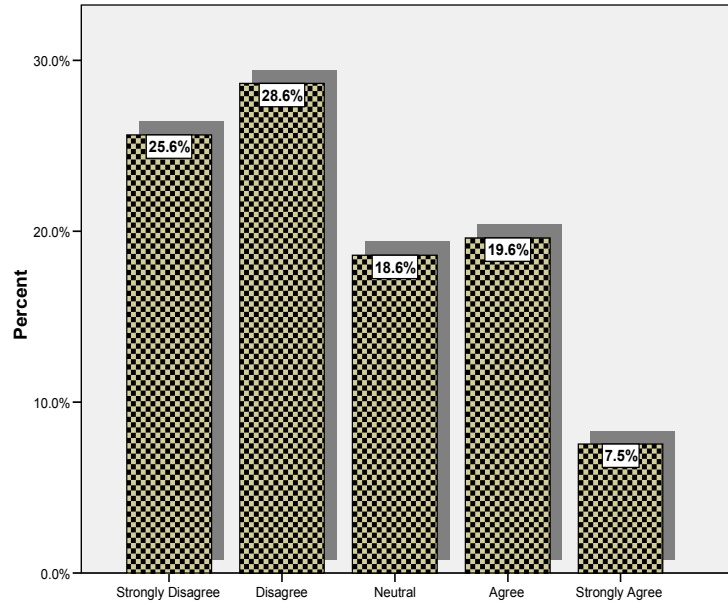
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 3.0% strongly disagree, 12.1% disagree, 27.6% remain neutral, 31.7% agree and 25.6% strongly agree with statement c3.3: I believe that I could easily become as attached to another organisation as I am to my current one.

Figure 5.17. My life would be too disrupted if I decided to leave my organisation now



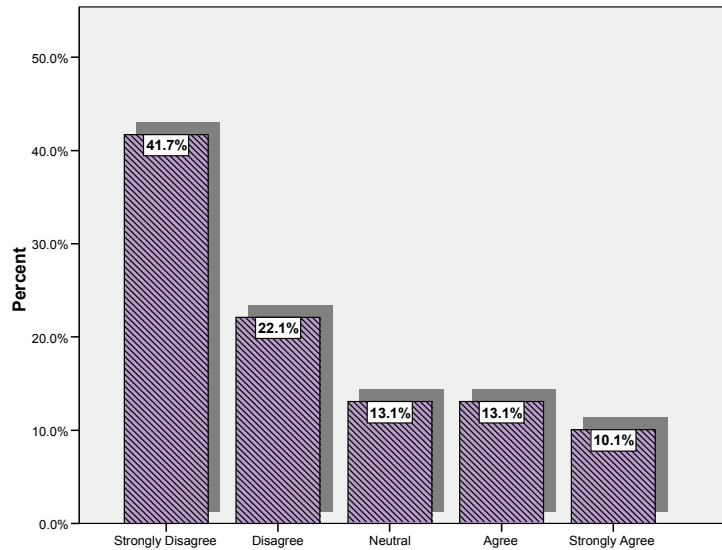
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 24.1% strongly disagree, 23.1% disagree, 17.1% remain neutral, 25.6% agree and 10.1% strongly agree with statement c3.4: My life would be too disrupted if I decided to leave my organisation now.

Figure 5.18. I feel that I have too few options to consider leaving my organisation



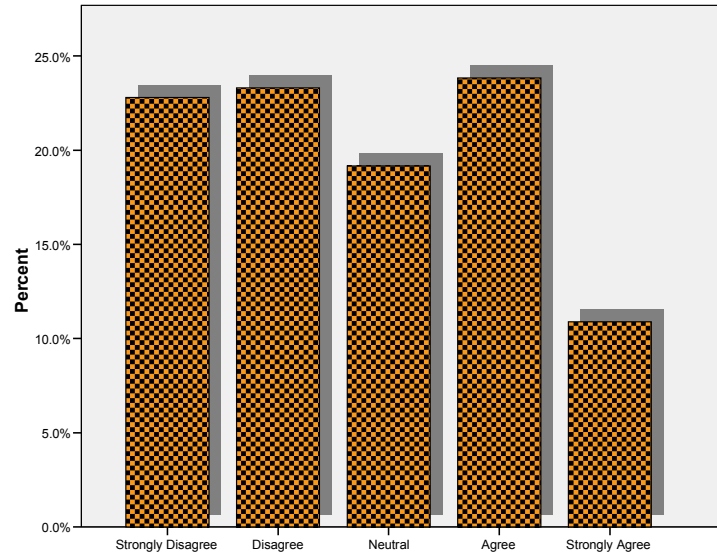
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 25.6% strongly disagree, 28.6% disagree, 18.6% remain neutral, 19.6% agree and 7.5% strongly agree with statement c3.5: I feel that I have too few options to consider leaving my organisation.

Figure 5.19. I am not afraid what might happen if I quit my job without having another one lined up



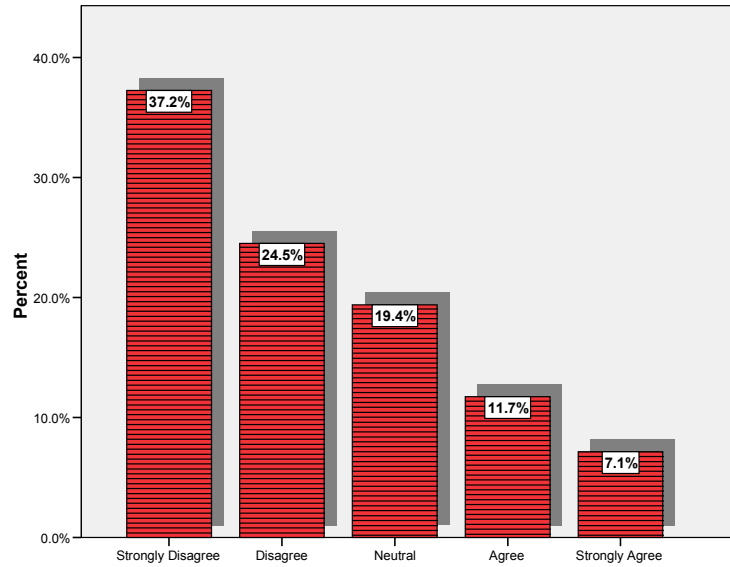
The results of the graph above reveal perceptions of participant respondents in this project. It shows that 41.7% strongly disagree, 22.1% disagree, 13.1% remain neutral, 13.1% agree and 10.1% strongly agree with statement c3.6: I am not afraid what might happen if I quit my job without having another one lined up.

Figure 5.20. One of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here



The results of the graph above reveal perceptions of participant respondents in this project. It shows that 22.8% strongly disagree, 23.3% disagree, 19.2% remain neutral, 23.8% agree and 10.9% strongly agree with statement c3.7: one of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.

Figure 5.21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation

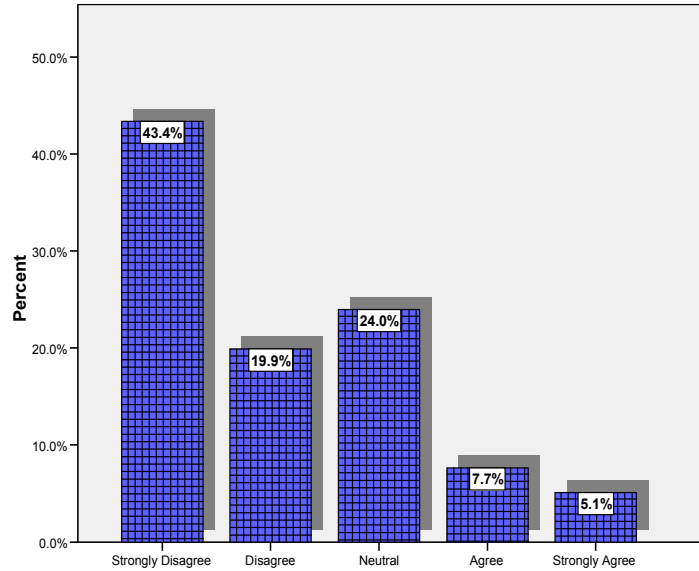


The results of the graph above reveal perceptions of participant respondents in this project. It shows that 37.2% strongly disagree, 24.5% disagree, 19.4% remain neutral, 11.7% agree and 7.1% strongly agree with statement c3.8: if I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.



Figure 5.22. Ju

iother is ethical to me



The results of the graph above reveal perceptions of participant respondents in this project. It shows that 43.4% strongly disagree, 19.9% disagree, 24% remain neutral, 7.7% agree and 5.1% strongly agree with statement c3.9: jumping continually from one organisation to another is ethical to me.

5.3. Overall descriptive statistics

Table 5.3.1 Total Affective Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.5	.5	.5
	Disagree	6	3.0	3.0	3.6
	Neutral	89	44.7	45.2	48.7
	Agree	88	44.2	44.7	93.4
	Strongly Agree	13	6.5	6.6	100.0
	Total	197	99.0	100.0	
Missing	System	2	1.0		
	Total	199	100.0		



The above table results reveal perceptions of participant respondents in this project. It shows that 0.5 % strongly disagrees, 3.0 % disagree, 44.7% remain neutral, 44.2 % agree, 6.5 % strongly agree and 1.0 % did not express their opinion towards study variable total affective commitment.

Table 5.3.2 Total continuance commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	9.0	9.0	9.0
	Disagree	84	42.2	42.2	51.3
	Neutral	77	38.7	38.7	89.9
	Agree	18	9.0	9.0	99.0
	Strongly Agree	2	1.0	1.0	100.0
	Total	199	100.0	100.0	

The above table results reveal perceptions of participant respondents in this project. It shows that 9.0% strongly disagrees, 42.2% disagree, 38.7% remain neutral, 9.0% agree and 1% strongly agree with the study variable total affective commitment.

Table 5.3.3. Total Normative Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	14.6	15.3	15.3
	Disagree	76	38.2	40.0	55.3
	Neutral	68	34.2	35.8	91.1
	Agree	16	8.0	8.4	99.5
	Strongly Agree	1	.5	.5	100.0
	Total	190	95.5	100.0	
Missing	System	9	4.5		
	Total	199	100.0		

The above table results reveal perceptions of participant respondents in this project. It shows that 15.3% strongly disagree, 40% disagree, 35.8% remain neutral, 8.4% agree and 0.5% strongly agree with the study variable total normative commitment.

5.4. Central tendency statistics

According to Zikmund (2003), the central tendency is the centre or the middle of the frequency distribution. This may be measured in three ways, through the mean, mode or median. The mean is the arithmetic average and is a common measure of central tendency. The mode is the measure of tendency that merely identifies the value that occurs most often. The median is the value that below which half the values of the sample fall. In addition, central tendency statistics encompasses the range, standard deviation and variance. According to Zikmund (2003), the range measures the distance between the smallest and largest values of a frequency distribution. The standard deviation is perhaps the most valuable index of spread or variability. The variance is the square root of the standard deviation. This section will explore the mean, median, mode and standard deviation, as well as the variance, range, maximum and minimum of the results.

The table results (in Appendix 3) reveal central tendency statistics results for social dimensions, affective commitment, continuance commitment and normative commitment variables. The measurement scale is : 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.



5.4.1. Mean

The mean results are as follows:

- The study statements p2.1, p2.2, p2.3, p2.4, p2.5 and p2.6 of the perceptions of social factors of corporate governance policy questionnaire have a mean value of 3.00 and reveal a neutral perception.
- The study statements p2.7 and p2.8 of the perceptions of social factors of corporate governance policy questionnaire have a mean value of 4.00. On average, respondents agree with these statements.
- The study statements c3.1, c3.4, c3.5 and c3.7 of the adaptation of the Meyer and Allen's commitment scale have a mean value of 3.00 and reveal a neutral perception.
- The study statements c3.2 and c3.3 of the adaptation of the Meyer and Allen's commitment scale have a mean value of 4.00. On average, respondents agree with these statements.
- The study statements c3.6, c3.8 and c3.9 of the adaptation of the Meyer and Allen's commitment scale have a mean value of 2.00. On average, respondents disagree with these statements.

5.4.2. Median

The median results are as follows:-

- The study statements p2.1, p2.3 and p2.6 of the perceptions of social factors of corporate governance policy questionnaire have a median value of 3.00 and reveal a neutral perception.

- The study statements p2.1, p2.2, p2.3 and p2.5 of the perceptions of social factors of corporate governance policy questionnaire have a median value of 4.00 and reveal that respondents agree with the statements.
- The study statements c3.1, c3.4 and c3.7 of the adaptation of the Meyer and Allen's commitment scale have a median value of 3.00 and reveal a neutral perception.
- The study statements c3.2 and c3.3 of the adaptation of the Meyer and Allen's commitment scale have a median value of 4.00. Respondents agree with the study statements.
- The study statements c3.5, c3.6, c3.8 and c3.9 of the adaptation of the Meyer and Allen's commitment scale have a median value of 2.00. Respondents disagree with the study statements.

5.4.3. Mode

The mode results are as follows:-

- The study statements p2.1, p2.2, p2.3 and p2.5 of the perceptions of social factors of corporate governance policy questionnaire have a mode value of 4.00. Respondents agree with these study statements.
- The study statements p2.4, p2.7 and p.2.8 of the perceptions of social factors of corporate governance policy questionnaire have a mode value of 5.00. Respondents strongly agree with these statements.
- The study statement p2.6 of the perceptions of social factors of corporate governance policy questionnaire has a mode value of 3.00. This indicates a neutral perception of respondents.

- The study statements c3.1, c3.2, c3.3, c3.4, c3.5, c3.6, c3.7, c3.8 and c3.9 of the adaptation of the Meyer and Allen's commitment scale have a mode value of 4.00. Respondents agree with the study statements.
- The study statements c3.6, c3.8 and c3.9 of the adaptation of the Meyer and Allen's commitment scale have a mode value of 1.00. Respondents strongly disagree with the study statements.
- The study statements c3.5 of the adaptation of the Meyer and Allen's commitment scale has a mode value of 2.00. Respondents disagree with the study statement.

5.4.4. The Standard Deviation

The standard deviations are as follows:-

- The study statements p2.1, p2.2, p2.3, p2.4 have standard deviation from 1.165 to 1.437.
- The study statements p2.5, p2.6, p2.7 and p2.8 have a standard deviation from 1.220 to 1.268.
- The study statements c3.1, c3.2 and c3.3 have a standard deviation from 1.184 to 1.081.
- The study statements c3.4, c3.5 and c3.6 have a standard deviation from 1.341 to 1.381.
- The study statements c3.7, c3.8 and c3.9 have a standard deviation of 1.332 to 1.197.

There is thus variation in respondents' perceptions.



5.4.5. Variance

The variances are as follows:-

- The study statements p2.1, p2.2, p2.3, p2.4 have variance from 1.358 to 2.066.
- The study statements p2.5, p2.6, p2.7 and p2.8 have variance from 1.488 to 1.608.
- The study statements c3.1, c3.2 and c3.3 have variance from 1.401 to 1.169.
- The study statements c3.4, c3.5 and c3.6 have variance from 1.798 to 1.908.
- The study statements c3.7, c3.8 and c3.9 have variance from 1.773 to 1.433.

This variance reveals differences in respondent's perceptions.

5.4.6. Range

The range is as follows:-

- The study statements p2.1, p2.2, p2.3, p2.4, p2.5, p2.6, p2.7 and p2.8 have range value 4.
- The study statements c3.1, C3.2, C3.3, C3.4, C3.5, C3.6, C3.7, C3.8 and c3.9 have a range value of 4.

This indicates that respondents have expressed all types of opinions towards the study questions.



5.4.7. Minimum

The minimum values are as follows:-

- The study statements p2.1, p2.2, p2.3, p2.4, p2.5, p2.6, p2.7, p2.8 have a minimum value of 1 that represents strongly disagree.
- The study statements c3.1, c3.2, c3.3, c3.4, c3.5, c3.6, c3.7, c3.8 and c3.9 have a minimum value of 1 that represents strongly disagree.

5.4.8. Maximum

The maximum values are as follows:-

- The study statements p2.1, p2.2, p2.3, p2.4, p2.5, p2.6, p2.7 and p2.8 have a maximum value of 5 and represents strongly agree.
- The study statements c3.1, c3.2, c3.3, c3.4, c3.5, c3.6, c3.7, c3.8 and c3.9 have a maximum value of 5 and represents strongly agree.

5.5. Inferential Statistics

According to Zikmund (2003), inferential statistics provide the means for making decisions and inferences by interpreting data patterns. It is therefore employed in this section for the presentation and analysis of data. Inferential statistics used include correlations, T-Test and analysis of variables (ANOVA).



5.5.1. Correlations

Correlation analysis examines the strength of the identified association between variables. According to Saunders (2000), if the Sig. value (probability value) p is ≤ 0.05 , then there is a statistically significant correlation. The Pearson Correlation coefficient (r) values range from -1 to $+1$. If this value is negative, this indicates a negative correlation. If one variable increases, the other variable decreases. If this value is positive, this indicates a positive correlation. If one variable increases, the other variable increases. The sign therefore represents the direction of the relationship between the two variables. The strength of the relationship is determined by the value of the Pearson coefficient (r). If the value of r ranges from 0.10 to 0.29 or -0.10 to -0.29 , this suggests a small (moderate) correlation between variables. If the value of r ranges from 0.30 to 0.49 or -0.30 to -0.49 , this suggests a medium correlation between variables. If the value of r ranges from 0.50 to 1.0 or -0.50 to -1.0 , this suggests a large (strong) correlation between variables.



5.5.1.1. Inter-corre

Table 5.5.1. Inter-correlation of statements p.2.1 – p.2.4 to c3.1 – c3.3

Correlations

		c3.1	c3.2	c3.3
p2.1	Pearson Correlation	.285**	.393**	-.094
	Sig. (2-tailed)	.000	.000	.189
	N	197	197	198
p2.2	Pearson Correlation	.288**	.143*	.004
	Sig. (2-tailed)	.000	.046	.951
	N	197	197	198
p2.3	Pearson Correlation	.194**	.228**	-.070
	Sig. (2-tailed)	.006	.001	.326
	N	198	198	199
p2.4	Pearson Correlation	.125	.090	-.145*
	Sig. (2-tailed)	.080	.208	.042
	N	196	196	197

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

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

The study statement p2.1 correlated with statements c3.1 and c3.2 has p values of 0.000 and 0.000. This indicates that statement p2.1 has a statistically significant correlation with statements c3.1 and c3.2. The positive values indicate a positive correlation with p2.1, c3.1 and c3.2. The Pearson product correlation coefficient r value of 0.285 indicates a moderate correlation between p2.1 and c3.1. The Pearson product correlation coefficient value of 0.393 indicates a medium correlation between statements p.2.1 and c.3.2.

The study statement p2.1 correlated with statement c3.3 has a p value 0.189. This indicates that statement p2.1 does not have a statistically significant correlation with statement c3.3.

The study statement p2.2 correlated with statements c3.1 and c3.2 has p values of 0.000 and 0.046. This indicates that statement p2.2 has a statistically significant



positive correlation \ Pearson product correlation coefficient r value of 0.288 and 0.143 indicates a moderate correlation between them.

The study statement p2.2 correlated with statement c3.3 has a p value 0.951. This indicates the statement p2.2 does not have a statistically significant correlation to statement c3.3. The Pearson product correlation coefficient r value of 0.004 indicates a low correlation between statement p2.2 and c3.3.

The study statement p2.3 correlated with statements c3.1 and c3.2 has p values of 0.006 and 0.001. This indicates that statement p2.3 has a statistically significant positive correlation with statements c3.1 and c3.2. The Pearson product correlation coefficient r values 0.194 and 0.228 indicate a moderate correlation between statement p2.3 and statement c3.1 and c3.2.

The study statement p2.3 correlated with statement c3.3 has a p value of 0.326. This indicates that statement p2.3 does not have a statistically significant correlation with statement c3.3.

The study statement p2.4 correlated with statements c3.1 and c3.2 has p values of 0.080 and 0.208. This indicates that statement p2.4 does not have a statistically significant correlation with statements c3.1 and c3.2.

The study statement p2.4 correlated with statement c3.3 has a p value of 0.042. This indicates the statement p2.4 has a statistically significant positive correlation with statement c3.3. The Pearson product correlation coefficient r value of 0.145 indicates a moderate correlation between statement p2.4 and c3.3.



Table 5.5.2.

.2.4 to c3.4 – c3.6

Correlations

		c3.4	c3.5	c3.6
p2.1	Pearson Correlation	.178*	-.009	-.007
	Sig. (2-tailed)	.012	.902	.922
	N	198	198	198
p2.2	Pearson Correlation	.177*	.026	-.170*
	Sig. (2-tailed)	.012	.714	.016
	N	198	198	198
p2.3	Pearson Correlation	.230**	.066	-.029
	Sig. (2-tailed)	.001	.353	.683
	N	199	199	199
p2.4	Pearson Correlation	.098	-.012	-.127
	Sig. (2-tailed)	.169	.862	.076
	N	197	197	197

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

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

The study statement p2.1 correlated with statement c3.4 has a p value of 0.12. This indicates that statement p2.1 has a statistically significant positive correlation with statement c3.4. The Pearson product correlation coefficient r value of 0.178 indicates a moderate correlation between statement p2.1 and c3.4.

The study statement p2.1 correlated with statements c3.5 and c3.6 has p values of 0.902 and 0.922. This indicates that statement p2.1 does not have a statistically significant correlation with statements c3.5 and c3.6.

The study statement p2.2 correlated with statements c3.4, c3.5 and c3.6 has p values of 0.12, .714 and 0.046. This indicates that statement p2.2 has a statistically significant correlation with statements c3.4 and c3.6. Statement p2.2 does not have a statistically significant correlation with statement c3.5. The Pearson product correlation coefficient r value of 0.177 indicates a moderate positive correlation between statement p2.2 and statement c3.4. The Pearson product correlation coefficient r value of -0.170 indicates a moderate negative correlation between statement p2.2 and statement c3.6.



The study statement p2.3 correlated with statements c3.5 and c3.6 has p values of 0.001, 0.353 and 0.683. This indicates that statement p2.3 has a statistically significant correlation with statement c3.4. Statement p2.2 does not have a statistically significant correlation with statement c3.5 and c3.6. The Pearson product correlation coefficient r value of 0.23 indicates a moderate positive correlation between statement p2.2 and statement c3.4.

The study statement p2.4 correlated with statements c3.4, c3.5 and c3.6 has p values of 0.169, 0.862 and 0.076. This indicates that statement p2.4 does not have a statistically significant correlation with statements c3.4, c3.5 and c3.6.

Table 5.5.3. Inter-correlation of statements p.2.1 – p.2.4 to c3.7 – c3.9

Correlations

		c3.7	c3.8	c3.9
p2.1	Pearson Correlation	.324**	.203**	-.268**
	Sig. (2-tailed)	.000	.004	.000
	N	192	195	195
p2.2	Pearson Correlation	.214**	.293**	.005
	Sig. (2-tailed)	.003	.000	.950
	N	192	195	195
p2.3	Pearson Correlation	.175*	.229**	.064
	Sig. (2-tailed)	.015	.001	.369
	N	193	196	196
p2.4	Pearson Correlation	.120	.100	-.098
	Sig. (2-tailed)	.099	.163	.173
	N	191	194	194

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

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

The study statement p2.1 correlated with statements c3.7, c3.8 and c3.9 has p values of .000, 0.004 and 0.000. This indicates that statement p2.1 has a statistically significant positive correlation with statements c3.7, c3.8 and c3.9. The Pearson product correlation coefficient r value of 0.324 and 0.203 indicates a moderate positive correlation between statement p2.2 and statements c3.7 and c3.8. The Pearson



product correlation es a moderate negative correlation between statement p2.1 and statement c3.9.

The study statement p2.2 correlated with statements c3.7, c3.8 and c3.9 has p values of .003, 0.000 and 0.950. This indicates that statement p2.2 has a statistically significant positive correlation with statements c3.7, c3.8. Statement p2.2 does not have a statistically significant correlation with statement c3.9. The Pearson product correlation coefficient r value of 0.214 and 0.293 indicates a moderate positive correlation between statement p2.2 and statements c3.7 and c3.8.

The study statement p2.3 correlated with statements c3.7, c3.8 and c3.9 has p values of 0.150, 0.001 and 0.369. This indicates that statement p2.3 has a statistically significant positive correlation with statement c3.8. Statement p2.3 does not have a statistically significant correlation with statements c3.7 and c3.9. The Pearson product correlation coefficient r value of 0.175 indicates a moderate positive correlation between statement p2.3 and statements c3.7.

The study statement p2.4 correlated with statements c3.7, c3.8 and c3.9 has p values of 0.99, 0.163 and 0.173. This indicates that statement p2.4 does not have a statistically significant correlation with statements c3.7, c3.8 and c3.9.



Table 5.5.4.

.2.8 to c3.1 – c3.3

Correlations

		c3.1	c3.2	c3.3
p2.5	Pearson Correlation	.170*	.416**	-.151*
	Sig. (2-tailed)	.017	.000	.033
	N	198	198	199
p2.6	Pearson Correlation	.310**	.282**	-.100
	Sig. (2-tailed)	.000	.000	.162
	N	198	198	199
p2.7	Pearson Correlation	.151*	.355**	-.116
	Sig. (2-tailed)	.034	.000	.101
	N	198	198	199
p2.8	Pearson Correlation	.156*	.294**	-.063
	Sig. (2-tailed)	.029	.000	.374
	N	198	198	199

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

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

The study statement p2.5 correlated with statements c3.1, c3.2 and c3.3 has p values of 0.017, 0.000 and 0.033. This indicates that statement p2.5 has a statistically significant correlation with statements c3.1, c3.2 and c3.3. The Pearson product coefficient r value of 0.170 and 0.416 indicates a moderate positive correlation between statement p2.5 and statements c3.1 and c3.2. The Pearson product coefficient r value of -0.151 indicates a moderate negative correlation between statement p2.5 and statement c3.3.

The study statement p2.6 correlated with statements c3.1, c3.2 and c3.3 has p values of 0.000, 0.000 and 0.162. This indicates that statement p2.6 has a statistically significant correlation with statements c3.1 and c3.2. Statement p2.6 does not have a statistically significant correlation with statement c3.3. The Pearson product coefficient r value of 0.310 and 0.282 indicates a moderate positive correlation between statement p2.6 and statements c3.1 and c3.2.



The study statement p2.7 correlated with statements c3.1, c3.2 and c3.3 has p values of 0.34, 0.000 and 0.101. This indicates that statement p2.7 has a statistically significant correlation with statement c3.2. Statement p2.7 does not have a statistically significant correlation with statements c3.1 and c3.3. The Pearson product coefficient r value of 0.355 indicates a moderate positive correlation between statement p2.7 and statements c3.2.

The study statement p2.8 correlated with statements c3.1, c3.2 and c3.3 has p values of 0.290, 0.000 and 0.374. This indicates that statement p2.8 has a statistically significant correlation with statement c3.2. Statement p2.8 does not have a statistically significant correlation with statements c3.1 and c3.3. The Pearson product coefficient r value of 0.294 indicates a moderate positive correlation between statement p2.8 and statements c3.2.

Table 5.5.5. Inter-correlation of statements p.2.5 – p.2.8 to c3.4 – c3.6

Correlations

		c3.4	c3.5	c3.6
p2.5	Pearson Correlation	.292**	.026	-.225**
	Sig. (2-tailed)	.000	.715	.001
	N	199	199	199
p2.6	Pearson Correlation	.329**	.035	-.096
	Sig. (2-tailed)	.000	.620	.179
	N	199	199	199
p2.7	Pearson Correlation	.243**	.087	-.161*
	Sig. (2-tailed)	.001	.224	.023
	N	199	199	199
p2.8	Pearson Correlation	.267**	.042	-.116
	Sig. (2-tailed)	.000	.554	.104
	N	199	199	199

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

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

The study statement p2.5 correlated with statements c3.4, c3.5 and c3.6 has p values of 0.000, 0.715 and 0.001. This indicates that statement p2.5 has a statistically significant correlation with statements c3.4 and c3.6. Statement p2.5 does not have a



statistically significant

The Pearson product

coefficient r value of 0.292 indicates a moderate positive correlation between statement p2.5 and statement c3.4. The Pearson product coefficient r value of -0.225 indicates a moderate negative correlation between statement p2.5 and statement c3.6.

The study statement p2.6 correlated with statements c3.4, c3.5 and c3.6 has p values of 0.000, 0.620 and 0.179. This indicates that statement p2.6 has a statistically significant correlation with statement c3.4. Statement p2.6 does not have a statistically significant correlation with statements c3.5 and c3.6. The Pearson product coefficient r value of 0.329 indicates a moderate positive correlation between statement p2.6 and statement c3.4.

The study statement p2.7 correlated with statements c3.4, c3.5 and c3.6 has p values of 0.001, 0.224 and 0.023. This indicates that statement p2.7 has a statistically significant correlation with statements c3.4 and c3.6. Statement p2.7 does not have a statistically significant correlation with statement c3.5. The Pearson product coefficient r value of 0.243 indicates a moderate positive correlation between statement p2.7 and statement c3.4. The Pearson product coefficient r value of -0.161 indicates a moderate negative correlation between statement p2.7 and statement c3.6.

The study statement p2.8 correlated with statements c3.4, c3.5 and c3.6 has p values of 0.000, 0.554 and 0.104. This indicates that statement p2.8 has a statistically significant correlation with statement c3.4. Statement p2.8 does not have a statistically significant correlation with statements c3.5 and c3.6. The Pearson product coefficient r value of 0.267 indicates a moderate positive correlation between statement p2.8 and statement c3.4.



Table 5.5.6.

.2.8 to c3.7 – c3.9

Correlations

		c3.7	c3.8	c3.9
p2.5	Pearson Correlation	.248**	.226**	-.085
	Sig. (2-tailed)	.001	.001	.236
	N	193	196	196
p2.6	Pearson Correlation	.285**	.299**	-.018
	Sig. (2-tailed)	.000	.000	.799
	N	193	196	196
p2.7	Pearson Correlation	.205**	.210**	.011
	Sig. (2-tailed)	.004	.003	.883
	N	193	196	196
p2.8	Pearson Correlation	.173*	.160*	.030
	Sig. (2-tailed)	.016	.025	.680
	N	193	196	196

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

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

The study statement p2.5 correlated with statements c3.7, c3.8 and c3.9 has p values of 0.001, 0.001 and 0.236. This indicates that statement p2.5 has a statistically significant correlation with statements c3.7 and c3.8. Statement p2.5 does not have a statistically significant correlation with statements c3.9. The Pearson product coefficient r value of 0.248 and 0.226 indicates a moderate positive correlation between statement p2.5 and statement c3.7 and c3.8.

The study statement p2.6 correlated with statements c3.7, c3.8 and c3.9 has p values of 0.000, 0.000 and 0.799. This indicates that statement p2.6 has a statistically significant correlation with statements c3.7 and c3.8. Statement p2.6 does not have a statistically significant correlation with statements c3.9. The Pearson product coefficient r value of 0.285 and 0.299 indicates a moderate positive correlation between statement p2.6 and statement c3.7 and c3.8.



The study statement p2.7 and statement c3.7 and c3.8 has **p** values of 0.004, 0.003 and 0.883. This indicates that statement p2.7 has a statistically significant correlation with statements c3.7 and c3.8. Statement p2.7 does not have a statistically significant correlation with statements c3.9. The Pearson product coefficient *r* value of 0.205 and 0.210 indicates a moderate positive correlation between statement p2.7 and statement c3.7 and c3.8.

The study statement p2.8 correlated with statements c3.7, c3.8 and c3.9 has **p** values of 0.016, 0.025 and 0.680. This indicates that statement p2.8 has a statistically significant correlation with statements c3.7 and c3.8. Statement p2.8 does not have a statistically significant correlation with statement c3.9. The Pearson product coefficient *r* value of 0.173 and 0.160 indicates a moderate positive correlation between statement p2.8 and statement c3.7 and c3.8.

5.5.2. T test

A T-test was run on variable B6, occupational level in conjunction with the study statements p2.1 – p2.8 and c3.1 to c3.9. The results are listed in Appendix 4. According to Saunders (2000), if the *p* value is less than or equal $p \leq 0.05$, statistically there is a significance difference between group opinions. If the *p* value is greater than $p > 0.05$, statistically there is no significance difference between group opinions.

The T-test results disclose the *p* significance values of 0.433, 0.964, 0.913, 0.103, 0.369, 0.649, 0.447, 0.351, 0.681, 0.745, 0.825, 0.372, 0.329 and 0.490 for statements p2.1, p2.2, p2.3, p2.5, p2.6, p2.7, p2.8, c3.1, c3.2, c3.3, c3.4, c3.6, c3.7, c3.8 and c3.9. This reveals statistically that there is NO statistical difference in significance in perceptions towards the above research statements between occupation groups'

management and non-management respondents' have almost similar perceptions towards the study statements.

The above T-test results disclose the p significance value is 0.002 and 0.023 for statement p2.4 and c3.5. This reveals statistically there is a statistical difference in significance in perceptions towards the above research statements between occupation groups' management and non-management.

5.5.3 ANOVA tests

According to Zikmund (2003), when the means of more than two groups or populations are to be compared, one-way analysis of variance (ANOVA) is the appropriate statistical tool. This bi-variate statistical technique is referred to as "one – way" because there is only one independent variable. In this study, the independent variables are age groups, marital status, education and length of service. According to Zikmund (2003), if $p \leq 0.05$, there is a statistical difference in significance between the groups' opinions. If $p > 0.05$, there is no statistical difference in significance between groups' opinions.

The ANOVA test results (Appendix 5) reveal there is no statistical difference in significance in perceptions of different age group respondents towards the research statements p2.2, p2.4, p2.5, p2.6, p2.7, p2.8, c3.1, c3.2, c3.3, c3.5, c3.6, c3.7, c3.8 and c3.9. This means different age group respondents have similar perceptions towards these statements. The ANOVA test results reveal that there is statistical difference in significance in perceptions of different age group respondents towards the research statements p2.1, p2.3 and c3.4 as these statements p significance values are



0.004, 0.003 and 0 means different age group respondents have different perceptions towards these statements.

The ANOVA test results reveal there is no statistical difference in significance in perceptions of respondents of different marital status towards the research statements p2.1, p2.2, p2.4, p2.5, p2.6, p2.7, p2.8, c3.1, c3.2, c3.3, c3.4, c3.5, c3.6, c3.7, c3.8 and c3.9. This means respondents of different marital status have similar perceptions towards these statements. The ANOVA test results reveal that there is statistical difference in significance of respondents of different marital status towards the research statement p2.3 as this statement has a p significance value of 0.003, which is below 0.05. This means that respondents of different marital status have different perceptions towards these statements.

The ANOVA test results reveal there is no statistical difference in significance in perceptions of respondents of different levels of education towards the research statements p2.1, p2.2, p2.3, p2.6, c3.1, c3.2, c3.3, c3.6, c3.7, c3.8 and c3.9. This means respondents of different levels of education have similar perceptions towards these statements. The ANOVA test results reveal that there is statistical difference in significance of respondents of different levels of education towards the research statements p2.3, p2.4, p2.5, p2.7, p2.8, c3.4 and c3.5 as these statements have p significance values of 0.035, 0.012, 0.010, 0.008, 0.000 and 0.001, which are below 0.05. This means that respondents of different education levels have different perceptions towards these statements.

The ANOVA test results reveal there is no statistical difference in significance in perceptions of respondents of different lengths of service to the research statements p2.2, p2.3, p2.5, p2.6, p2.7, p2.8, c3.1, c3.2, c3.3, c3.5, c3.6, c3.7, c3.8 and c3.9. This means respondents of different lengths of service have similar perceptions towards these statements. The ANOVA test results reveal that there is statistical difference in

significance of response towards the research statements p2.1, p2.4 and c3.4 as these statements have p significance values of 0.005, 0.025 and 0.007., which are below 0.05. This means that respondents with different lengths of service have different perceptions towards these statements.

5.5.4. Statistical analysis of the questionnaire

Cronbach's coefficient alpha was used to measure the reliability in this study. The closer Cronbach's alpha is to 1, the higher the internal consistency.

Table 5.4.1: Reliability Estimate: Cronbach's Coefficient Alpha

N of Cases = 199.0

N of Items = 17

Alpha = .734

Reliability analysis for the questionnaire reveals Cronbach's alpha value to be **0.734**. This indicates that this research instrument's (questionnaire) continuous study variables have internal consistency and reliability.



5.6. Conclusion

In this chapter, data that was collated, coded and statistically analysed. Tables and diagrams were presented to visually identify trends in the study. Descriptive and inferential statistics were used to describe and compare variables, enabling a discussion on how the data collected related to the research objectives, and to existing literature in the field. The chapter concluded with a reliability analysis of the questionnaire. Chapter six will present a discussion of the findings.



Chapter six: Discu:

6.1. Introduction

This research was undertaken with the intention of establishing whether a relationship exists between female employees' perception of the social factors of corporate governance policies of the organisations they work for, and their work commitment to these organisations. Chapter five presented the findings of the study. Chapter six will explore, highlight and discuss these findings.

6.2. Findings

6.2.1. Central Tendency Statistics

The standard deviation revealed a variation in respondents' perceptions. The Social Dimensions study variables mean value revealed a neutral perception. In summary, the feedback from the questionnaire on the social considerations of the company's corporate governance policy (Appendix 1), the majority of women revealed a neutral perception towards being valued in the organisation as much as shareholders, gender equity being an important consideration, increased promotion opportunities for women, flexible working hours, parental responsibility and retaining, training and developing women. Respondents indicated that the employee health and safety matters were adequately addressed in the corporate governance policy of the organisation. Respondents were also satisfied with the communication channels in the organisation.

The mode results revealed that respondents feel valued, agree that gender equality, increased promotion opportunities are important and responsibility of parenthood are important considerations in the organisation. Respondents strongly agree that flexible working hours, employee health and safety and clear communication of policies and implementation are important considerations in the organisation. The probe on commitment levels revealed that respondents agree with all of the study statements for



affective commitment

study statements on the

normative scale.

Employment and affirmative action legislation dealt with in the literature, has clear guidelines for the implementation of the factors relating to the study variables. In the banking institutions selected for the study, diversity forums, employment equity plans, family responsibility and maternity leave and personal development plans, all form part of company offerings. It can be assumed therefore that the neutral perception is due to the fact that these benefits are not adequately communicated to female staff. It is thus not possible to draw inferences as to whether these benefits, and these social dimensions, affect employee commitment.

The Affective Commitment study variables reveal a neutral perception for the study statement p.2.1. I truly feel as if my organisation's problems are my own. Most respondents agreed that the organisation had great personal meaning for them, but also felt that they could easily become attached to another organisation.

The Continuance Commitment study variables reveal a neutral mean value for perception to study statements c3.4. My life would be too disrupted if I decided to leave my organisation now and c3.5. I feel that I have too few options to consider leaving my organisation. The study revealed that respondents are not afraid of what may happen if they quit their job without having another job lined up. The mode also revealed that the highest number of respondents indicated that they do not feel they too few options to consider leaving the organisation.

The Normative Commitment study variable revealed a neutral mean value to the study statement c3.7. One of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here. Respondents disagreed that it was not right to leave their organisation for



a better job. Respondents who left their organisation to another is unethical. The mode revealed that the highest number of respondents strongly disagreed that it would not be right to leave the organisation for a better job or that jumping from one organisation to another is unethical. These results indicate low continuance and normative commitment.

The respondents may have completed the questionnaires during working hours. The responses may thus be inaccurate for fear of review by management. It is also conceded that in the research context, the questionnaires should have been followed up by observation or semi-structured or structured interviews to gauge reasons for responses. Saunders et al (2000) maintain that it is good practice not to rely solely on questionnaire data but to use questionnaire in conjunction with at least one other data collection instrument. This however fell beyond the purview of the study.

Interestingly, Beck's (1996) report showed that equal opportunity policies did not have any effect on commitment levels. This finding is consistent with the present study. The findings may be consistent with that of Dex (1998) who also found inconsistencies because of incomplete communication, misunderstanding and possibly false responses.

The literature also questions the cross cultural validity of Meyer and Allen's measure. This might be pertinent in a South African context, with a diverse cultural workforce. Although not tested in this study, these factors should be considered in analysing inconsistencies in the results.



6.2.2 Interpretation

The correlations tests revealed statistically significant correlations between most of the variables studied. The study statement p2.1. I believe that I am valued in my organisation as much as the shareholders correlated positively with affective, continuance and normative commitment. Gender equality, parental responsibility and retaining, training and developing women also correlated positively with affective, continuance and normative commitment. The study revealed no correlation between increased promotion opportunities for women, flexible working hours, health and safety issues and clear communication on policies and implementation with affective, continuance and normative commitment.

These findings are in keeping with the findings of Gallie and White (1993), AON (2000), Dex (1988) and Dex and Schlebi (2001), who found that the social dimensions were associated with different forms of commitment. Dex (1998) found that employees positive attitude to management yielded higher commitment. Dex (1998) also found that female employees who steadily climbed ranks, or who saw their fellow female employees given posts or performance rewards showed greater commitment. Dex (1998), however found evidence of commitment benefits from flexible working arrangements, as well as from the presence of a safe working environment, safety equipment and clothing and health insurance. The present study does not support this finding.

The IRS (2000) study found commitment increased because of family friendly policies regarding parenting, including parental leave, job sharing, flexi-time etc. These findings are supported by the present study. Dex and Scheibl (2001) found that the social dimensions were actually determinants of different types of commitment: when



employees were satisfied, the levels of employee commitment increased. This correlation was also ascertained in this study.

6.3. The research questions

6.3.1. Research question 1:

How do female employees perceive the value of the social considerations of the corporate governance philosophy embraced by the organisation?

The overall descriptive Frequency Statistics as well as the Central Tendency Statistics reveal that the majority (the mode) of the respondents agreed with the study statements on their perceptions on the social dimensions of the company's corporate governance policy. These results indicate that the respondents are satisfied that employee welfare, gender equality, increased promotion opportunities for female employees, flexible working hours, parental responsibilities, retaining, training and developing women in the workplace, and employee health and safety are all important considerations in the company's corporate governance policy. Furthermore, they indicate these policies and the implementation of these policies are adequately communicated to the employees. It thus seems that the company's employment equity policy is progressive. Female employees perceive the social considerations of corporate governance policies in their organisations as satisfactory.



6.3.2. Research que

What is the level of commitment of female employees to the organisation?

The assessment of the commitment levels of the respondents has yielded the following results, with the following conclusions drawn:

6.3.2.1. Affective Commitment:

As pointed out by Evens (2003, p. 25), affective commitment is manifest in the belief and acceptance of the organisations goals and values, the willingness to assist the organisation in achieving its goals and in a desire to maintain organisational membership. The overall descriptive frequency results reveal that 51.3% either agreed thus revealing their affective, psychological or attitudinal commitment. Correlation analysis revealed positive associations between the social considerations of the corporate governance policy and affective commitment.

6.3.2.2. Continuance Commitment:

According to Etzioni (1961), continuance commitment is a calculative and exchange-based relationship. Extrinsic benefits would be lost if membership was concluded. 51.2% disagree with the study statements. Only 10% agreed that the study statements possess continuance commitment and retain membership because respondents need to do so. It appears that the greatest contributor to strong continuance commitment is a scarcity of alternatives. Only half of the social dimensions study statements correlated positively with continuance commitment. There is no strong continuance commitment culture in the organisations included in the present study.



6.3.2.3. Normative

The overall descriptive frequency results reveal that respondents disagreed with study statements (55.3%). 35.8% of respondents indicated a neutral response. This reveals that 55.3% exhibit no normative commitment. As with social and affective commitment, Correlations Statistic Tests revealed no significant correlations between the social dimensions of the company's corporate governance policy and normative commitment.

6.3.3. Research question 3:

What is the relationship, if any, between biographical information such as age, marital status, qualification, length of service and occupational level and levels of commitment for female employees?

6.3.3.1. Interpretation and Discussion – T test

The T-test reveals that the **p** significance values are above **0.05** for social dimensions, affective commitment, and normative commitment. This reveals statistically that there is no significant difference between occupation groups (Management & Non-Management) towards the above study variables.

This means that women in Management and Non-Management positions have almost similar perceptions towards those study statements. These findings are contrary to Morrow's study (1993), which indicated that employees who hold supervisory or management positions reported lower levels of commitment. These findings are also different to the AON study that found higher commitment levels in women in managerial levels compared to lower commitment levels in their non-management counterparts.



The study revealed that statements correlated with continuance commitment. Continuance commitment indicates that an employee commits to an organisation because he or she perceives high costs of losing organisational membership, and retains membership because they need to do so. According to Meyer et al.(1993), individuals who are faced with fewer alternatives on leaving the organisation, are likely to have strong continuance commitment towards the organisation. Similarly, those working for a longer period will find it financially burdensome to leave the organisation. In a similar vein, age affects choices out there (AON, 2000). Thus women in management are more inclined to exhibit continuance commitment to the organisation than those in non-management positions. This finding is also supported by Dex (1998) who found that women in management exhibited greater continuance commitment because they had more extrinsic benefits to forfeit if they left.

6.3.3.2 Interpretation and Discussion: ANOVA

The ANOVA test results reveal that there is no statistically significant difference in the perceptions of different age groups in the study as the p values are greater than 0.05. Thus, respondents of different age group have almost similar perceptions towards all the study statements. These findings are contrary to the literature, particularly Dex (1998) and Muthuveloo et. al (2005) who found that increasing age was associated with higher levels of commitment.

The ANOVA test results reveal that there is no statistically significant difference in the perceptions of different marital status groups in the study as the p values are greater than 0.05. Thus different marital group respondents have almost similar perceptions towards all the study statements. Again, the responses are contrary to the findings in the literature. Dex (1998) and the AON consultancy study found that being partnered



was associated with (2000) found that married people exhibited higher commitment.

The ANOVA test results reveal that there is no statistically significant difference in the perceptions of differently qualified women in the study of affective commitment and normative commitment as the p values are greater than 0.05. Differently qualified women have almost similar perceptions of these study statements. However, there is a statistically significant difference in the perceptions of differently qualified women in the study of Social Dimensions and Continuance Commitment as the p values are less than 0.05. Thus differently qualified women have different perceptions towards these study statements. These results differ from the findings of the AON study (2000) where there was higher commitment in higher grade occupations and with those with tertiary qualifications. In contrast to this, Dex and Scheibl (2000) found that employees holding a degree, displayed lower levels of commitment than those with a degree. This finding is consistent with the present study, where the employees with higher qualifications exhibited p values less than 0.05 for continuance commitment. As concluded by Dex and Scheibl (2001), employees with higher qualifications may have better labour market opportunities, and therefore, according to Meyer and Allen (1997), 'don't need' to remain within the organisation. This may be so in this study.

The ANOVA test results reveal that there is no statistically significant difference in the perceptions of differently experienced women in the study of social dimensions, affective commitment, continuance commitment and normative commitment as the p values are greater than 0.05. Thus differently experienced women have almost similar perceptions of these study statements. These findings are supported by the study of Dex and Scheibl (2001), who found that longer tenure in the job was mostly not significant. The AON study (2000) and Muthuveloo (2005) found that employees with longer job tenure have greater levels of commitment. Beck (1996) also found that in a



study of policemen made investments in the organisation in terms of experience were more likely to report higher levels of organisational commitment.

6.3.4. Research question 4:

What is the relationship, of any, between female employees' perceptions of the social factors of the corporate governance policy in their organisations and their commitment to the workplace?

The findings reveal that there is a positive correlation between respondents feeling valued in the organisation as much as shareholders and their affective, continuance and normative commitment. The more valued they feel, the greater the workplace commitment. This is in keeping with the study of Gallie and White (1993) who found that internal factors such as when the organisation was seen as a caring employer, prioritising the welfare of the employees, were found to improve commitment.

Gender equality, as an important consideration in the workplace correlated positively with affective, continuance and normative commitment. When respondents perceive gender equality as a priority in the organisational culture, they exhibit a higher level of commitment. Surprisingly, equal opportunity policies showed no significant effect on motivation levels as per the study of Dex and Scheibl (2001).

Increased promotion opportunities did not correlate with affective, continuance or normative commitment. A perception of promotional opportunities did not affect affective, continuance or normative commitment levels in this study. Gallie and White (1993) however, found that greater opportunities for personal development and



promotion improved and that female employees who steadily climbed ranks, or who saw their fellow female employees given promotional posts or performance rewards exhibited greater commitment levels. Dex's (1998) findings were also consistent with the AON (2000) consultancy study. Beck (1996) also found that according to the police officers in the study, increasing pay and improving promotional systems and opportunities for promotion would also be likely to improve communication. The difference in these findings may be linked to the fact that in certain of the organisations studied the promotion opportunities were not accompanied by an automatic increase in remuneration. This was due to policy constraints regarding the timing of remuneration increases, specifically "out of cycle" increases.

Perceiving flexible working hours as an important consideration in this study did not correlate with affective, continuance and normative commitment. Thus, flexible working hours did not influence commitment levels in this study. Gallie and White (1993) however found that flexible working hours resulted in more committed employees.

The consideration of parental responsibility in the corporate governance policy of the organisation correlated positively with affective, continuance and normative commitment. The perception that parental responsibility was an important consideration in organisations resulted in higher commitment levels from respondents. Gallie and White (1993) found similar results where consideration for parental needs, including flexible working hours and maternity leave resulted in more committed employees. The 1996 PSI survey of employers also saw that employers were most likely to perceive benefits of greater employee commitment by providing family friendly working arrangements.

Retaining, training positively with affective, continuance and normative commitment. The greater the perception that retaining, training and developing women were a priority in an organisation, the greater was the commitment displayed by the respondents. The findings of the study conducted by Gallie and White (1993) yielded similar results, where greater access to training improved commitment levels. Beck (1996) found that policemen who had made investment in the organisation in terms of training were more likely to report higher levels of organisational commitment.

Employee health and safety matters did not correlate with the levels of commitment. The perception of health and safety as important considerations in an organisation did not affect the levels of affective, continuance and normative commitment of respondents. These results are contrary to the findings of Gallie and White (1993) whose respondents indicated greater commitment when health and safety measures were in place. These results are also contrary to the findings of Dex (1998) who found that a safe environment, with the introduction of safety equipment and clothing, as well as health insurance and workman's compensation insurance yielded favourable responses.

Although respondents were satisfied that policies and implementations on the social dimensions of corporate governance policy included in this study were clearly communicated, this did not correlate with affective, continuance and normative commitment. Thus, this consideration did not affect employee commitment levels. Dex (1998) also investigated employees' knowledge of policies and found inconsistencies because of incomplete communication, misunderstanding and possibly false claims. In such cases, commitment was low. Beck (1996) also found that commitment to the organisation improved if the organisation demonstrated support for its officers through



clearer communication, as well as increased participation in decision making.

6.4. Conclusion

This chapter presented a discussion of the results in terms of the research questions and the literature review and contextualised the study in light of the theory base. The findings reveal that a high perception of the social factors of a company's corporate governance policy correlates positively with commitment levels of female employees. The research objectives have been met. Chapter seven will highlight the main findings and will give recommendations for future research.

Chapter seven: Conclusions and future research

7.1. Introduction

This research was undertaken with the intention of establishing whether a relationship exists between female employees perception of the corporate governance policies of the organisations they work for, and their work commitment to these organisations. Chapter six explored, highlighted and discussed the findings of the study. Chapter seven will provide recommendations and suggestions for future research.

7.2. Findings

The findings in this study reveal that female employees are satisfied with the social dimensions of their respective company's corporate governance policy. Female employees exhibit high levels of affective, continuance and normative commitment. The study revealed that no relationship exists between respondents' biographical variables and levels of commitment. Finally, it can be concluded from this study that a positive relationship exists between female employees' perceptions of the social factors of the corporate governance policy in their organisations and their commitment to the workplace. The research questions in this study have therefore been duly addressed.

7.3. Recommendations

7.3.1. Introduction

The previous section revealed the overall findings of the study. In light of the above, the recommendation would be to explore options to encourage female employees to adopt an even more committed stance. If organisations hope to reduce absenteeism, increase financial turnover and improve on-the-job behaviour of their employees, it is important that they understand how commitment develops and what they can do to foster the appropriate level of commitment. Recommendations to improve organisational commitment can fall into three categories (Beck, 1996):

- Ensuring that expectations regarding work and the work environment are accurate. (This may be achieved through, for example, provision of accurate recruitment information and/or work experience programmes. The organisation will have to ensure that the experiences new employees have following employment correspond to these expectations).
- Ensuring that female employees feel valued and supported by the organisation through programmes which enhance participatory decision making and feedback, improve work related skill and provide rewarding career path options. A clear and clearly communicated code of conduct, as well as access to an ombudsperson should prove productive.
- Ensuring that employees make significant investments in the organisation through specialised skills developments and incentive programmes, with special status enhancing awards.

Another option would be to foster greater employee motivation by improving perception of the organisation. The following tools may be utilised to identify opportunities for improving employee motivation, in order to achieve greater workplace commitment.

7.3.2. Adams Equity Theory

Effort should be focused on helping people to align company goals with individual aspirations. Adam's Equity Theory (1962) would assist in understanding the complexity of personal motivation and goals alignment.

John Stacey Adams, workplace and behavioural psychologist, put forward his Equity Theory on job motivation in 1962. The theory suggests that motivation and goals cannot be imposed externally by a boss - motivation and goals must be determined intrinsically, mindful of internal needs of individuals, and external opportunities and rewards.

Like Maslow, Herzberg and other pioneers of workplace psychology, the theory acknowledges that subtle and variable factors affect each individual's assessment and perception of their relationship with their work, and thereby their employer.

Employees seek a fair balance between what they put into their job and what they get out of it. Adams (1962) calls these 'inputs and outputs'. Employees form perceptions of what constitutes a fair balance or trade of *inputs* and *outputs* by comparing their own situation with other 'referents' (reference points or examples) in the market place. They are influenced by colleagues, friends and partners in establishing these benchmarks, and respond in relation to their own ratio of inputs to outputs.

Table 7.1: Adam's Equity Theory

<p>Inputs are typically: effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, tolerance, determination, heart and soul, enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, personal sacrifice, etc.</p>	<p>People need to feel that there is a fair balance between inputs and outputs.</p>	<p>Outputs are typically all financial rewards - pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission - plus intangibles - recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement and advancement, promotion, etc.</p>
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If employees feel that inputs are fairly and adequately rewarded by outputs (the fairness benchmark being subjectively perceived from market norms and other comparables references) then they are happy in their work and motivated to continue inputting at the same level. If they feel that their inputs out-weigh the outputs then they become demotivated in relation to their job and employer. Employees respond to this feeling in different ways: generally the extent of demotivation is proportional to the perceived disparity between inputs and expected outputs. Some people reduce effort and application and become inwardly disgruntled, or outwardly difficult, recalcitrant or even disruptive. Other people seek to improve the outputs by making claims or demands for more reward, or seeking an alternative job.

7.3.3. Motivation Surveys

Staff surveys are usually very helpful in establishing whether employees are motivated and therefore performing to best effect. Palmer (2004) explains that aside from the information that questionnaires reveal, the process of involving and consulting with staff is hugely beneficial and motivational in its own right.

Although not exhaustive, Palmer (2004) suggests the following ten points that may help cover the relevant subject areas and help towards establishing facts rather than making assumptions about motivation when designing questionnaires on employee motivation.

1. What is the 'primary aim' of your company?

Your employees may be more motivated if they understand the primary aim of your business. Ask questions to establish how clear they are about your company's principles, priorities and mission.

2. What obstacles stop employees performing to best effect?

Questionnaires on employee motivation should include questions about what employees are tolerating in their work and home lives. The company can eliminate practices that zap motivation.

3. What really motivates your staff?

It is often assumed that the same things motivate all people. Actually a whole range of factors motivates us. Include questions to elicit what really motivates employees, including learning about their values. Are they motivated by financial rewards, status,



praise and acknow public recognition, fear, perfectionism, results?

4. Do employees feel empowered?

Do your employees feel they have job descriptions that give them some autonomy and allow them to find their own solutions or are they given a list of tasks to perform and simply told what to do?

5. Are there any recent changes in the company that might have affected motivation?

If your company has made redundancies, imposed a recruitment freeze or lost a number of key people this will have an effect on motivation. Collect information from employees about their fears, thoughts and concerns relating to these events. Even if they are unfounded, treat them with respect and honesty.

6. What are the patterns of motivation in your company?

Who is most motivated and why? What lessons can you learn from patches of high and low motivation in your company?

7. Are employee goals and company goals aligned?

First, the company needs to establish how it wants individuals to spend their time based on what is most valuable. Secondly this needs to be compared with how individuals actually spend their time. You may find employees are highly motivated but about the "wrong" priorities.

8. How do employees feel about the company?

Do they feel safe, loyal, valued and taken care of? Or do they feel taken advantage of, dispensable and invisible? Ask them what would improve their loyalty and commitment.

9. How involved are employees in company development?

Do they feel listened to and heard? Are they consulted? And, if they are consulted, are their opinions taken seriously? Are there regular opportunities for them to give feedback?

10. Is the company's internal image consistent with its external one?

Your company may present itself to the world as the 'caring airline', 'the forward thinking technology company' or the 'family hotel chain'. Your employees would have been influenced, and their expectations set, to this image when they joined your company. If you do not mirror this image within your company in the way you treat employees you may notice motivation problems. Find out what the disparity is between the employees image of the company from the outside and from the inside.

7.3.4. Possible Limitations

Whilst I believe that these tools would be valuable and effective in addressing needs at these organisations, one is mindful of possible limitations. As might have been in this study, it is possible that some respondents will not be honest or entirely accurate in their feedback for fear of looking too negative or being victimised by their superiors who would see the results. It would be ideal to administer the survey away from the work area, and have respondents return surveys to a neutral location. It is also necessary to recognise the many forms that discrimination can take. The controls that need to be in place include two way communication channels between management and employees, raised awareness of discrimination within the organisation, seeking out women for

influential positions, employees and supervisors who practice discrimination and take proactive steps to promote integration (Cassimjee, 2003). The literature also questions the cross cultural validity of Meyer and Allen's measure. This might be pertinent in a South African context, with a diverse cultural workforce. Although not tested in this study, these factors should be considered in analysing inconsistencies in the results.

7.4. Conclusion

Investigations such as this study should ideally be able to assist and improve the designing and formulating of organisational processes or to (positively) modify behaviour. The recommendations provided above may or may not address issues at Absa Bank, Standard Bank, Nedbank and First National Bank. These may require interventions at a secondary level- but a consultant in competitive strategy and change management, Manning (2007) explains that around the world, smart executives are unleashing the imagination and the spirit of people to push the boundaries of corporate performance. Organisations are discovering that however well they performed in the past, extraordinary changes and improvements are still possible when they tap into the human potential within their walls.

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APPENDICES

Appendix 1: Quest



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA



Universiteit van Pretoria
University of Pretoria



GORDON INSTITUTE
OF BUSINESS SCIENCE

6 August 2008

Dear Madam,

My name is Nathisha Singh and I am currently conducting a research for the Gordon Institute of Business Science, University of Pretoria, in preliminary fulfilment of the requirements for the Masters in Business Administration degree.

I am conducting research on the influence of social factors in corporate governance policy on workplace commitment for female employees in the South African banking industry. A survey will be conducted in the form of a questionnaire to be completed by you. The participation time required for the completion of the questionnaire for the employee should take no more than 15 minutes to complete. Your participation is voluntary and you can withdraw at any time without penalty. We would like to confirm a time and date when it would be suitable for us to collect information with the least interruption to day to day activities.

Of course, all data will be kept confidential. By completing the survey, you indicate that voluntarily participated in this research.



If you have any concerns, please contact me or my supervisor.

Our details are provided below:

Researchers Name : Nathisha Singh
Email : nathisha.singh@absa.co.za
Phone : 011 556 6757

Research Supervisors Name : Professor Karl Hofmeyr
Email : **hofmeyrk@gibs.co.za**
Phone : +27 11 771 4000

Signature of Participant :
Date :

Signature of researcher :
Date :

Thanking you for your participation.

Yours Sincerely,

N.Singh
Researcher



Biographical Information

Kindly place a mark within the applicable box.

B.1. Gender

Male	Female

B.2. Age (years)

<30	30 – 39	40 – 49	>50

B.3. Marital status

Single	Married	Other

B.4. Highest Qualification

Matric	Diploma	Degree	Higher Degree

B.5. Length of Service (years)

<5	5 – 10	>10



B.6. Occupation Level

Management	Non-Management



PERCEPTIONS OF

FINANCE SCALE

SOCIAL DIMENSIONS	1 Strongly disagree	2 Slightly disagree	3 Neutral	4 Slightly agree	5 Strongly agree
P2.1. I believe that I am valued in my organisation as much as the shareholders.					
P2.2. In my organisation, gender equality is an important consideration in my workplace.					
P2.3. Increased promotion opportunities for female employees are important in my organisation.					
P2.4. Flexible working hours are an important consideration in my workplace.					
P2.5. The responsibility of parenthood is an important consideration in our organisation.					
P2.6. Retaining, training and developing women within the workplace is important to my organisation.					
P2.7. Employee health and safety matters in the workplace are					



important in my orga					
P2.8. Policies and implementation on the above considerations are clearly communicated to employees.					



	AFFECTIVE COMMITMENT SCALE	1 Strongly disagree	2 Slightly disagree	3 Neutral	4 Slightly agree	5 Strongly agree
C3.1.	I truly feel as if my organisation's problems are my own					
C3.2.	This organisation has a great deal of personal meaning for me					
C3.3.	I believe that I could easily become as attached to another organisation as I am to my current one					



	CONTINUANCE COMMITMENT SCALE	1 Strongly disagree	2 Slightly disagree	3 Neutral	4 Slightly agree	5 Strongly agree
C3.4.	My life would be too disrupted if I decided to leave my organisation now.					
C3.5.	I feel that I have too few options to consider leaving my organisation.					
C3.6.	I am not afraid what might happen if I quit my job without having another one lined up.					



NORMATIVE COMMITMENT SCALE		1	2	3	4	5
		Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
C3.7.	One of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.					
C3.8.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.					
C3.9.	Jumping continually from one organisation to another is ethical to me.					



commitment - Tables

Table A2.1 : Respondent age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 29 yrs	67	33.7	33.7	33.7
	30 - 39 yrs	82	41.2	41.2	74.9
	40 - 49 yrs	29	14.6	14.6	89.4
	Above 50 yrs	21	10.6	10.6	100.0
	Total	199	100.0	100.0	

Table A2.2: Respondent Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	73	36.7	36.7	36.7
	Married	118	59.3	59.3	96.0
	Other	8	4.0	4.0	100.0
	Total	199	100.0	100.0	

Table A2.3: Respondent Highest Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	57	28.6	28.6	28.6
	Diploma	64	32.2	32.2	60.8
	Degree	36	18.1	18.1	78.9
	Post graduation	42	21.1	21.1	100.0
	Total	199	100.0	100.0	



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 4 yrs	87	43.7	43.7	43.7
	5 – 10 yrs	52	26.1	26.1	69.8
	Above 10 yrs	60	30.2	30.2	100.0
	Total	199	100.0	100.0	

Table A2.5: Respondent occupation level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	62	31.2	31.3	31.3
	Non- Management	136	68.3	68.7	100.0
	Total	198	99.5	100.0	
Missing	System	1	.5		
	Total	199	100.0		

Table A2.6: I believe that I am valued in my organisation as much as the shareholders.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	34	17.1	17.2	17.2
	Disagree	30	15.1	15.2	32.3
	Neutral	53	26.6	26.8	59.1
	Agree	59	29.6	29.8	88.9
	Strongly Agree	22	11.1	11.1	100.0
	Total	198	99.5	100.0	
Missing	System	1	.5		
Total		199	100.0		



Table A2.7: In my organ

deration in my workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	6.5	6.6	6.6
	Disagree	38	19.1	19.2	25.8
	Neutral	46	23.1	23.2	49.0
	Agree	67	33.7	33.8	82.8
	Strongly Agree	34	17.1	17.2	100.0
	Total	198	99.5	100.0	
Missing	System	1	.5		
Total		199	100.0		

Table A2.8: Increased promotion opportunities for female employees are important in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	7.5	7.5	7.5
	Disagree	45	22.6	22.6	30.2
	Neutral	53	26.6	26.6	56.8
	Agree	56	28.1	28.1	84.9
	Strongly Agree	30	15.1	15.1	100.0
	Total	199	100.0	100.0	



Table A 2.9: Flexible wo

my workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	30	15.1	15.2	15.2
	Disagree	25	12.6	12.7	27.9
	Neutral	29	14.6	14.7	42.6
	Agree	50	25.1	25.4	68.0
	Strongly Agree	63	31.7	32.0	100.0
	Total	197	99.0	100.0	
Missing	System	2	1.0		
Total		199	100.0		

Table A2.10. The responsibility of parenthood is an important consideration in our organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	9.0	9.0	9.0
	Disagree	29	14.6	14.6	23.6
	Neutral	43	21.6	21.6	45.2
	Agree	69	34.7	34.7	79.9
	Strongly Agree	40	20.1	20.1	100.0
	Total	199	100.0	100.0	



Table A2.11: Retaining, organisation

workplace is important to my

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	5.0	5.0	5.0
	Disagree	34	17.1	17.1	22.1
	Neutral	58	29.1	29.1	51.3
	Agree	58	29.1	29.1	80.4
	Strongly Agree	39	19.6	19.6	100.0
	Total	199	100.0	100.0	

Table A2.12: Employee health and safety matters in the workplace are important in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	8.5	8.5	8.5
	Disagree	15	7.5	7.5	16.1
	Neutral	23	11.6	11.6	27.6
	Agree	71	35.7	35.7	63.3
	Strongly Agree	73	36.7	36.7	100.0
	Total	199	100.0	100.0	

Table A 2.13: Policies and implementation on the above considerations are clearly communicated to employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	8.0	8.0	8.0
	Disagree	28	14.1	14.1	22.1
	Neutral	38	19.1	19.1	41.2
	Agree	58	29.1	29.1	70.4
	Strongly Agree	59	29.6	29.6	100.0
	Total	199	100.0	100.0	



Table A 2.14: I truly feel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	8.0	8.1	8.1
	Disagree	32	16.1	16.2	24.2
	Neutral	56	28.1	28.3	52.5
	Agree	58	29.1	29.3	81.8
	Strongly Agree	36	18.1	18.2	100.0
	Total	198	99.5	100.0	
Missing	System	1	.5		
Total		199	100.0		

Table A2.15: This organisation has a great deal of personal meaning for me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	4.5	4.5	4.5
	Disagree	11	5.5	5.6	10.1
	Neutral	59	29.6	29.8	39.9
	Agree	84	42.2	42.4	82.3
	Strongly Agree	35	17.6	17.7	100.0
	Total	198	99.5	100.0	
Missing	System	1	.5		
Total		199	100.0		



Table A2.16: I believe that my current one is better than any other organisation as I am to my current one

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	3.0	3.0	3.0
	Disagree	24	12.1	12.1	15.1
	Neutral	55	27.6	27.6	42.7
	Agree	63	31.7	31.7	74.4
	Strongly Agree	51	25.6	25.6	100.0
	Total	199	100.0	100.0	

Table A 2.17: My life would be too disrupted if I decided to leave my organisation now

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	48	24.1	24.1	24.1
	Disagree	46	23.1	23.1	47.2
	Neutral	34	17.1	17.1	64.3
	Agree	51	25.6	25.6	89.9
	Strongly Agree	20	10.1	10.1	100.0
	Total	199	100.0	100.0	

Table A2.18: I feel that I have too few options to consider leaving my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	51	25.6	25.6	25.6
	Disagree	57	28.6	28.6	54.3
	Neutral	37	18.6	18.6	72.9
	Agree	39	19.6	19.6	92.5
	Strongly Agree	15	7.5	7.5	100.0
	Total	199	100.0	100.0	



Table A2.19: I am not af

t having another one lined up

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	83	41.7	41.7	41.7
	Disagree	44	22.1	22.1	63.8
	Neutral	26	13.1	13.1	76.9
	Agree	26	13.1	13.1	89.9
	Strongly Agree	20	10.1	10.1	100.0
	Total	199	100.0	100.0	

Table A2.20: One of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	22.1	22.8	22.8
	Disagree	45	22.6	23.3	46.1
	Neutral	37	18.6	19.2	65.3
	Agree	46	23.1	23.8	89.1
	Strongly Agree	21	10.6	10.9	100.0
	Total	193	97.0	100.0	
Missing	System	6	3.0		
Total		199	100.0		



Table A2.21: If I got another organisation, I would not feel it was right to leave my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	73	36.7	37.2	37.2
	Disagree	48	24.1	24.5	61.7
	Neutral	38	19.1	19.4	81.1
	Agree	23	11.6	11.7	92.9
	Strongly Agree	14	7.0	7.1	100.0
	Total	196	98.5	100.0	
Missing	System	3	1.5		
Total		199	100.0		

Table A2.22 Jumping continually from one organisation to another is ethical to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	85	42.7	43.4	43.4
	Disagree	39	19.6	19.9	63.3
	Neutral	47	23.6	24.0	87.2
	Agree	15	7.5	7.7	94.9
	Strongly Agree	10	5.0	5.1	100.0
	Total	196	98.5	100.0	
Missing	System	3	1.5		
Total		199	100.0		

Table A3.1 – Central tendency statistics – p2.1 – p2.4

		P2.1	p2.2	p2.3	P2.4
N	Valid	198	198	199	197
	Missing	1	1	0	2
Mean		3.00	3.00	3.00	3.00
Median		3.00	4.00	3.00	4.00
Mode		4	4	4	5
Std. Deviation		1.260	1.165	1.173	1.437
Variance		1.588	1.358	1.377	2.066
Range		4	4	4	4
Minimum		1	1	1	1
Maximum		5	5	5	5

The above table reveals central tendency statistics for research statements p2.1 to p2.4.

Table A.3.2. Central tendency statistics – p2.5 to p2.8

		p2.5	p2.6	p2.7	P2.8
N	Valid		199	199	199
	199				
	Missing	0	0	0	0
Mean		3.00	3.00	4.00	4.00
Median		4.00	3.00	4.00	4.00
Mode		4	3	5	5
Std. Deviation		1.220	1.133	1.239	1.268
Variance		1.488	1.284	1.536	1.608
Range		4	4	4	4
Minimum		1	1	1	1
Maximum		5	5	5	5



The above table reveals
p2.8.

research statements p2.5 to

Table A3.3. Central tendency statistics – c3.1 – c3.3

		c3.1	C3.2	c3.3
N	Valid	198	198	199
	Missing	1	1	0
Mean		3.00	4.00	4.00
Median		3.00	4.00	4.00
Mode		4	4	4
Std. Deviation		1.184	.987	1.081
Variance		1.401	.975	1.169
Range		4	4	4
Minimum		1	1	1
Maximum		5	5	5

The above table reveals central tendency statistics for research statements C3.1 to C3.3.

Table A3.4 Central tendency statistics – c3.4 – c3.6

		c3.4	C3.5	c3.6
N	Valid	199	199	199
	Missing	0	0	0
Mean		3.00	3.00	2.00
Median		3.00	2.00	2.00
Mode		4	2	1
Std. Deviation		1.341	1.270	1.381
Variance		1.798	1.613	1.908
Range		4	4	4
Minimum		1	1	1
Maximum		5	5	5

The above table reveals central tendency statistics for research statements C3.4 to C3.6.

Table A3.5. Central tendency statistics - c3.7 – c3.9

		c3.7	c3.8	c3.9
N	Valid	193	196	196
	Missing	6	3	3
Mean		3.00	2.00	2.00
Median		3.00	2.00	2.00
Mode		4	1	1
Std. Deviation		1.332	1.270	1.197
Variance		1.773	1.614	1.433
Range		4	4	4
Minimum		1	1	1
Maximum		5	5	5

The above table reveals central tendency statistics for research statements C3.7 to C3.9.

Table A4.1: T – test : Management vs Non Management – p2.1 – p2.4

T- Test

		t	df	Sig. (2-tailed)
p2.1	Equal variances assumed	.786	195	.433
	Equal variances not assumed	.812	125.145	.418
p2.2	Equal variances assumed	-.045	195	.964
	Equal variances not assumed	-.047	130.481	.963
p2.3	Equal variances assumed	-.109	196	.913
	Equal variances not assumed	-.112	125.210	.911
p2.4	Equal variances assumed	-3.189	194	.002
	Equal variances not assumed	-3.038	105.943	.003

Table A4.2.: T – test : Management vs Non Management – p2.5 – p2.8



T- Test

		t	df	Sig. (2-tailed)
p2.5	Equal variances assumed	-1.636	196	.103
	Equal variances not assumed	-1.677	125.669	.096
p2.6	Equal variances assumed	-.901	196	.369
	Equal variances not assumed	-.912	121.852	.364
p2.7	Equal variances assumed	.456	196	.649
	Equal variances not assumed	.504	151.671	.615
p2.8	Equal variances assumed	-.762	196	.447
	Equal variances not assumed	-.777	124.233	.438

Table A4.3: T – test : Management vs Non Management – c3.1 – c3.3

T- Test

		t	df	Sig. (2-tailed)
c3.1	Equal variances assumed	.934	195	.351
	Equal variances not assumed	.887	104.867	.377
c3.2	Equal variances assumed	.412	195	.681
	Equal variances not assumed	.428	130.736	.669
c3.3	Equal variances assumed	.325	196	.745
	Equal variances not assumed	.330	122.718	.742



Table A4.4:

ment – c3.4 – c3.6

T-Test

		t	df	Sig. (2-tailed)
c3.4	Equal variances assumed	.224	196	.823
	Equal variances not assumed	.230	125.677	.819
c3.5	Equal variances assumed	-2.290	196	.023
	Equal variances not assumed	-2.367	128.255	.019
c3.6	Equal variances assumed	.895	196	.372
	Equal variances not assumed	.908	122.379	.365

Table A4.5: T – test : Management vs Non Management – c3.7 – c3.9

T- Test

		t	df	Sig. (2-tailed)
c3.7	Equal variances assumed	-.979	190	.329
	Equal variances not assumed	-.970	117.477	.334
c3.8	Equal variances assumed	-.691	193	.490
	Equal variances not assumed	-.701	120.306	.484
c3.9	Equal variances assumed	1.658	193	.099
	Equal variances not assumed	1.549	99.485	.125

Table A5.1 – ANOVA: B2: Age groups to p2.1 – p2.2

ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.1	Between Groups	20.748	3	6.916	.004
	Within Groups	292.125	194	1.506	
	Total	312.874	197		
p2.2	Between Groups	7.781	3	2.594	.125
	Within Groups	259.759	194	1.339	
	Total	267.540	197		
p2.3	Between Groups	18.666	3	6.222	.003
	Within Groups	253.887	195	1.302	
	Total	272.553	198		
p2.4	Between Groups	3.153	3	1.051	.679
	Within Groups	401.811	193	2.082	
	Total	404.964	196		

Table A5.2. – ANOVA: B2: Age groups to p2.5 – p2.8

ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.5	Between Groups	9.771	3	3.257	.086
	Within Groups	284.771	195	1.460	
	Total	294.543	198		
p2.6	Between Groups	6.466	3	2.155	.169
	Within Groups	247.746	195	1.270	
	Total	254.211	198		
p2.7	Between Groups	8.227	3	2.742	.147
	Within Groups	295.944	195	1.518	
	Total	304.171	198		
p2.8	Between Groups	9.860	3	3.287	.105
	Within Groups	308.522	195	1.582	
	Total	318.382	198		



ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.1	Between Groups	7.742	3	2.581	.137
	Within Groups	268.258	194	1.383	
	Total	276.000	197		
c3.2	Between Groups	7.361	3	2.454	.055
	Within Groups	184.725	194	.952	
	Total	192.086	197		
c3.3	Between Groups	1.804	3	.601	.675
	Within Groups	229.573	195	1.177	
	Total	231.377	198		

Table A5.4– ANOVA: B2: Age groups to C3.4 – C3.6

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.4	Between Groups	16.652	3	5.551	.025
	Within Groups	339.277	195	1.740	
	Total	355.930	198		
c3.5	Between Groups	7.623	3	2.541	.193
	Within Groups	311.673	195	1.598	
	Total	319.296	198		
c3.6	Between Groups	3.196	3	1.065	.646
	Within Groups	374.603	195	1.921	
	Total	377.799	198		

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.7	Between Groups	9.862	3	3.287	.135
	Within Groups	330.646	189	1.749	
	Total	340.508	192		
c3.8	Between Groups	5.978	3	1.993	.297
	Within Groups	308.690	192	1.608	
	Total	314.668	195		
c3.9	Between Groups	11.004	3	3.668	.052
	Within Groups	268.526	192	1.399	
	Total	279.531	195		

Table A5.6. – ANOVA: B3: Marital Status to p2.1 – p2.4

ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.1	Between Groups	4.269	2	2.135	.262
	Within Groups	308.604	195	1.583	
	Total	312.874	197		
p2.2	Between Groups	.369	2	.185	.874
	Within Groups	267.171	195	1.370	
	Total	267.540	197		
p2.3	Between Groups	16.088	2	8.044	.003
	Within Groups	256.464	196	1.308	
	Total	272.553	198		
p2.4	Between Groups	2.938	2	1.469	.493
	Within Groups	402.026	194	2.072	
	Total	404.964	196		



ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.5	Between Groups	7.702	2	3.851	.075
	Within Groups	286.841	196	1.463	
	Total	294.543	198		
p2.6	Between Groups	1.833	2	.916	.492
	Within Groups	252.378	196	1.288	
	Total	254.211	198		
p2.7	Between Groups	3.876	2	1.938	.285
	Within Groups	300.295	196	1.532	
	Total	304.171	198		
p2.8	Between Groups	5.475	2	2.738	.183
	Within Groups	312.906	196	1.596	
	Total	318.382	198		

Table A5.8– ANOVA: B3: Marital Status to c3.1 – c3.3

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.1	Between Groups	1.809	2	.905	.527
	Within Groups	274.191	195	1.406	
	Total	276.000	197		
c3.2	Between Groups	.846	2	.423	.650
	Within Groups	191.240	195	.981	
	Total	192.086	197		
c3.3	Between Groups	6.879	2	3.439	.052
	Within Groups	224.498	196	1.145	
	Total	231.377	198		



ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.4	Between Groups	3.196	2	1.598	.413
	Within Groups	352.734	196	1.800	
	Total	355.930	198		
c3.5	Between Groups	3.484	2	1.742	.341
	Within Groups	315.812	196	1.611	
	Total	319.296	198		
c3.6	Between Groups	1.351	2	.675	.704
	Within Groups	376.448	196	1.921	
	Total	377.799	198		

Table A5.10 – ANOVA: B3: Marital Status to c3.7 – c3.9

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.7	Between Groups	4.412	2	2.206	.290
	Within Groups	336.096	190	1.769	
	Total	340.508	192		
c3.8	Between Groups	1.966	2	.983	.546
	Within Groups	312.703	193	1.620	
	Total	314.668	195		
c3.9	Between Groups	2.740	2	1.370	.387
	Within Groups	276.791	193	1.434	
	Total	279.531	195		

ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.1	Between Groups	1.772	3	.591	.776
	Within Groups	311.101	194	1.604	
	Total	312.874	197		
p2.2	Between Groups	4.782	3	1.594	.320
	Within Groups	262.758	194	1.354	
	Total	267.540	197		
p2.3	Between Groups	3.403	3	1.134	.483
	Within Groups	269.150	195	1.380	
	Total	272.553	198		
p2.4	Between Groups	17.283	3	5.761	.038
	Within Groups	387.682	193	2.009	
	Total	404.964	196		

Table A5.12– ANOVA: B4: Education_to p2.5 – p2.8

ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.5	Between Groups	16.014	3	5.338	.012
	Within Groups	278.529	195	1.428	
	Total	294.543	198		
p2.6	Between Groups	4.759	3	1.586	.296
	Within Groups	249.452	195	1.279	
	Total	254.211	198		
p2.7	Between Groups	17.046	3	5.682	.010
	Within Groups	287.125	195	1.472	
	Total	304.171	198		
p2.8	Between Groups	18.567	3	6.189	.008
	Within Groups	299.815	195	1.538	
	Total	318.382	198		

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.1	Between Groups	1.255	3	.418	.829
	Within Groups	274.745	194	1.416	
	Total	276.000	197		
c3.2	Between Groups	2.004	3	.668	.564
	Within Groups	190.082	194	.980	
	Total	192.086	197		
c3.3	Between Groups	4.935	3	1.645	.239
	Within Groups	226.442	195	1.161	
	Total	231.377	198		

Table A5.14– ANOVA: B4: Education_to c3.4 – c3.6

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.4	Between Groups	34.611	3	11.537	.000
	Within Groups	321.319	195	1.648	
	Total	355.930	198		
c3.5	Between Groups	25.465	3	8.488	.001
	Within Groups	293.831	195	1.507	
	Total	319.296	198		
c3.6	Between Groups	12.615	3	4.205	.084
	Within Groups	365.184	195	1.873	
	Total	377.799	198		

Table A5.15– ANOVA: B4: Education_to c3.7 – c3.9

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.7	Between Groups	5.608	3	1.869	.370
	Within Groups	334.900	189	1.772	
	Total	340.508	192		
c3.8	Between Groups	20.246	3	6.749	.005
	Within Groups	294.422	192	1.533	
	Total	314.668	195		
c3.9	Between Groups	4.131	3	1.377	.413
	Within Groups	275.400	192	1.434	
	Total	279.531	195		



Table 5.5.27 – ANOVA B5: Length of Service_to p2.1 – p2.4

ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.1	Between Groups	16.652	2	8.326	.005
	Within Groups	296.222	195	1.519	
	Total	312.874	197		
p2.2	Between Groups	2.487	2	1.244	.402
	Within Groups	265.053	195	1.359	
	Total	267.540	197		
p2.3	Between Groups	5.875	2	2.937	.118
	Within Groups	266.678	196	1.361	
	Total	272.553	198		
p2.4	Between Groups	14.477	2	7.239	.029
	Within Groups	390.487	194	2.013	
	Total	404.964	196		

Table 5.5.28– ANOVA B5: Length of Service_to p2.5 – p2.8

ANOVA

		Sum of Squares	df	Mean Square	Sig.
p2.5	Between Groups	5.203	2	2.601	.174
	Within Groups	289.340	196	1.476	
	Total	294.543	198		
p2.6	Between Groups	2.914	2	1.457	.323
	Within Groups	251.297	196	1.282	
	Total	254.211	198		
p2.7	Between Groups	6.217	2	3.108	.132
	Within Groups	297.954	196	1.520	
	Total	304.171	198		
p2.8	Between Groups	4.653	2	2.327	.236
	Within Groups	313.728	196	1.601	
	Total	318.382	198		



Table 5.5.29– ANOVA B5: Length of Service_to c3.1 – c3.3

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.1	Between Groups	2.967	2	1.484	.349
	Within Groups	273.033	195	1.400	
	Total	276.000	197		
c3.2	Between Groups	2.456	2	1.228	.285
	Within Groups	189.630	195	.972	
	Total	192.086	197		
c3.3	Between Groups	3.409	2	1.704	.234
	Within Groups	227.968	196	1.163	
	Total	231.377	198		

Table 5.5.30– ANOVA B5: Length of Service_to c3.4 – c3.6

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.4	Between Groups	17.637	2	8.818	.007
	Within Groups	338.293	196	1.726	
	Total	355.930	198		
c3.5	Between Groups	.635	2	.318	.823
	Within Groups	318.661	196	1.626	
	Total	319.296	198		
c3.6	Between Groups	7.846	2	3.923	.128
	Within Groups	369.953	196	1.888	
	Total	377.799	198		

Table 5.5.31– ANOVA B5: Length of Service_to c3.7 – c3.9

ANOVA

		Sum of Squares	df	Mean Square	Sig.
c3.7	Between Groups	6.504	2	3.252	.160
	Within Groups	334.004	190	1.758	
	Total	340.508	192		
c3.8	Between Groups	3.052	2	1.526	.390
	Within Groups	311.617	193	1.615	
	Total	314.668	195		
c3.9	Between Groups	5.675	2	2.838	.138
	Within Groups	273.855	193	1.419	
	Total	279.531	195		