



Cape Peninsula
University of Technology

The influence of job satisfaction and organisational commitment on turnover intention

by

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Dissertation submitted in partial fulfilment of the requirements for the degree

Master of Technology: Business Administration

in the Faculty of Business

at the Cape Peninsula University of Technology

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Cape Town

Date submitted: April 2015

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Thiathu Masindi

Date

ABSTRACT

Keywords: *Job satisfaction, organisational commitment, turnover intention, affective commitment, normative commitment and continuance commitment.*

The study identified elements of job satisfaction and organisational commitment and examines their influence on employees' turnover intentions: to understand elements influencing turnover and the extent to which they correlate with job satisfaction and organisational commitment. This examination was done quantitatively using an online survey method to administer 247 likert scale questionnaires to randomly selected respondents. An impressive 107 responses representing 42.97% were received and analysed.

The findings showed that positive relationship exists between job satisfaction and organisational commitment as well as the negative influence they have on turnover intention. The positive relationship suggests that increased level of job satisfaction (employee and supervisor relationship) and organisational commitment (affective commitment) leads to the reduction in turnover intention and vice versa.

The study concludes that job satisfaction and organisational commitment indeed have an influence on employee turnover intention. While all elements have potential influence, the influence between (supervisor and affective commitment) is found to be stronger than other elements. It is understood that the two elements (supervisor and affective commitment) have higher propensity to influence employee turnover intention as found.

ACKNOWLEDGEMENTS

I wish to thank:

- The management team of Company X for the opportunity to utilise their company and sales employees for my research. They made my dream come true.
- Marc Vlietstra, for your guidance and patience shown throughout my research; you are such a great supervisor to work with.
- Dr Carly Steyn, for your help with internal CPUT processes for my research. I appreciate your effort.
- Dr Darlington Onojaefe, for stepping in and guiding me to complete my research.

DEDICATION

I would like to dedicate this research to the following individuals:

- Alidzulwi Masindi (mother), for the love and opportunity that she afforded me over the years to study.
- Mbavhalelo (wife) and WangaNae Masindi (daughter), for their love and support throughout my research. Lots of love to you two.
- Mashudu, Musiwalo and Muvhulawa (brothers and sister), for their encouragement throughout my research ensuring that I persevered.
- My colleagues (Zikho, Pavitra and Sizwe), for the words of encouragement.

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GLOSSARY

Facets/Elements of job satisfaction – Job satisfaction: pay, Job satisfaction: job, Job satisfaction: supervisor, Job satisfaction: promotion, Job satisfaction: fellow workers, Job satisfaction: customer

Job satisfaction: pay – Satisfaction with pay and pay increases

Job satisfaction: job – Satisfaction with type of job/work done

Job satisfaction: supervisor – Satisfaction with immediate supervisors

Job satisfaction: promotion – Satisfaction with promotion opportunities

Job satisfaction: fellow workers – Satisfaction with fellow workers (colleagues)

Job satisfaction: customer – Satisfaction with customers

Components of organisational commitment – Affective, Normative and Continuance

Affective commitment – A degree to which an individual is emotionally and psychologically attracted to an organisation

Normative commitment – An extent to which an individual feels obliged to remain with the organisation based on morality

Continuance commitment – Feeling of obligation to remain with the organisation based on the perceived cost associated with leaving

Turnover intention – The intent to voluntarily leave the organisation

Descriptive analysis – Analysis of the mean and standard deviations

Correlation – Inter-relationship of the variables

Regression – Analysis of the extent of the effect or influence

Influence – An effect that an independent variable(s) has on dependent variable(s)

r – Pearson's correlation coefficient determines whether the variables correlate

p – Significance determines whether the correlation is significant or not

R -squared – The coefficient of determination explains the percent variation caused by independent variables on dependent variables

F ratio – To test whether the overall regression model is a good fit for the data

B and β – Unstandardised and standardised coefficients to determine the strength and the direction of the influence on a dependent variable by independent variable

t value – To evaluate how statistically different the coefficient is from zero

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1. Introduction

Employee turnover due to the lack of job satisfaction and organisational commitment is prevalent in the specialty chemical industry. This phenomenon has a significant recruitment costs and disrupts operational and management activities. Given the significance of employee turnover, it is critical for human resource (HR) managers to develop and deploy a retention strategy based on the understanding of the influence that job satisfaction and organisational commitment have on turnover intention to effectively manage employee turnover, or rather employee retention (Phillips & Connell, 2003: 1).

This study examines the influence of job satisfaction and organisational commitment on turnover intention, which according to Tett and Meyer (1993: 262) is defined as employee's conscious or intentional decision to resign from an organisation. This study was conducted on sales employees of Company X who sell specialty chemicals in South Africa. In this study, Company X will be used in reference to the company or organisation. The organisation at the time the study was conducted has 426 employees (95 are on temporary contracts and 331 employed permanently). Of the 426 employees, 259 employees are sales employees directly involved in the sales of the chemicals (Company X, 2011). Sales employees in this organisation represent 61% of the total number of employees. In this study, the sales employees are the respondents.

This organisation sells specialty chemicals to companies in the petroleum refining, mining, brewing, power generation and water treatment industries. These chemicals benefit the clients through the improvement of their process run lengths, the quality of their products and increase throughput from their processing plants. These chemicals are sold to the companies by sales employees. Some of the sales employees are permanently based at customer sites; others are at the respective regional offices throughout South Africa and the head office in Gauteng. Sales employees based at the regional offices and head office only visit customers twice or thrice weekly as their customer base is larger than those permanently based at customer sites.

1.2. Problem statement

- 1.2.1. The factors that influence job satisfaction, organisational commitment and turnover intention at this organisation are not clearly understood and the extent to which these factors correlate are unknown. An understanding of this management discourse is necessary to understand the requirements for organisational cohesion, improved staff morale and human capital development. Since investment in human capital development is a strategic growth, sustainability and organisational success would depend on the degree to which job satisfaction and organisational commitment are leveraged to minimise turnover intention amongst sales employees, and therefore minimise the actual turnover.

There has been a high turnover of sales employees in this organisation, each year, for the period 2008 to 2011, 60% of the employees who left the organisation were sales employees (Company X, 2011). Sales employees are the core of this organisation as they generate revenue through sales. Without these experienced sales employees, the organisation may find it difficult to compete in the market. If the organisation continues to lose employees, it may lose clients and eventually become unsustainable.

This organisation has not identified the influencing factors for the turnover of sales employees. Understanding these influencing factors will be the first step for the company to develop a retention strategy specifically for the sales employees. This has led to the basis of this study: to examine these influencing factors.

1.3. Purpose of the study

- 1.3.1. This study examines job satisfaction, organisational commitment and turnover intention to understand whether correlations exist between them. It is hoped that this understanding will aid in managing human capital development to enhance organisational cohesion and staff morale. Investment in human capital development is a strategic growth required to improve job satisfaction and organisational commitment to address the concern of turnover intention amongst sales employees.
- 1.3.2. The development initiatives identified include, but are not limited to, presentation skills, sales training and preparation of tender documents. This training helps sales employees to become more equipped and productive, to understand the business aspect of the company, and to familiarise themselves with the processes. It takes up

to three years for graduates to be fully trained and qualify as sales employees. The development of these sales employees requires money and time.

Therefore losing these sales employees is a major risk for this organisation given the investment. For every sales employee lost, it takes up to three years to fully replace that employee (to reach a point where the new employee is as productive). Furthermore, it is highly likely that the sales employees who leave this organisation join competitors.

According to Dibble (1999: 22) employee turnover leads to undesired costs to an organisation. The cost associated with turnover include but not limited to, cost incurred for separating an employee from the organisation, recruiting cost (hiring of new employee), cost for training a new employee to the level of the employee being replaced, losses incurred between the time the old employee leaves and the new employee becomes as productive as the employee being replaced, and loss of potential future business and contribution of an exceptional and experienced employee.

1.4. Research Objectives

In line with the purpose of the study, the research objectives are:

- To understand the correlation between job satisfaction, organisational commitment and turnover intention.
- To identify influencing factors of job satisfaction on organisational commitment, and identify influencing factors of job satisfaction and organisational commitment on turnover intention.

1.5. Research Questions

Based on the research objectives, the following questions were formulated:

Research question 1: What are the levels of job satisfaction, organisational commitment and turnover intention?

Research question 2: Is there a correlation between job satisfaction, organisational commitment and turnover intention?

Research question 3: Is there an influence of job satisfaction on organisational commitment?

Research question 4: Is there an influence of job satisfaction and organisational commitment on turnover intention?

1.6. Definitions of research variables

Job satisfaction according to Gülerüz, Güney, Aydın and Aşan (2008: 1626) is the level of satisfaction to which an employee demonstrates a positive affection (feeling) or positive emotion in relation to the outcome of a particular job versus the expectations in an organisation that s/he works for. A job satisfaction survey is a measure used to measure the level of employee satisfaction with his/her current job. Data collected from surveys can be correlated to turnover intention to determine whether the employee is willing to stay or leave the organisation. According to Malik, Abbas, Kiyani, Malik and Waheed (2011: 1906), those employees who are satisfied with their job will demonstrate the willingness to continue working for the organisation, and will resign from the organisation if they find the job to be dissatisfying.

Organisational commitment is the level of attachment (commitment) that an employee demonstrates towards the organisation, and those employees' with high levels of attachment will continue working for the organisation (Mowday, Steers and Porter 1979: 226). An employee can commit to stay with an organisation because s/he is either affectively committed (a desired based commitment), continually committed (commitment based on the cost), or normatively committed (an obligation based commitment). Meyer and Allen (1991: 67) describe these commitments as the three components of organisational commitment. Committed employees accept and believe in the goals and values of the organisation, they put an extra effort to make sure the organisation meets its targets or goals, and they demonstrate a strong willingness or desire to continue working for the organisation. Employee commitment (or lack thereof) has a several important organisational consequences. It has been reported in several studies that there is a statistically significant negative correlation between organisational commitment and employees' turnover intentions (Akroyd, Legg, Jackowski & Adams, 2009: 114). An organisational commitment survey is a measure used to measure levels of how committed employees are to the organisation.

Turnover intention is a process of multiple stages that include attitudinal, decisional, behavioural and deliberate wilfulness to leave the organisation. The theory suggests that an intent behaviour (behaviour of intending to do something) is the best indicator of actual behaviour. Turnover intention is also known as a pre-turnover stage or a proxy for actual turnover (Martin & Roodt, 1999:25) and defined as an employee's

behavioural intention or attitude to resign from the organisation (Lambert, Hogan & Barton, 2001: 238).

1.7. Dependant variables

Organisational commitment and turnover intention are the two dependant variables for this research/study. Turnover intention is dependent on job satisfaction and organisational commitment, whereas organisational commitment is only dependant on job satisfaction. According to Muliawan, Green and Robb (2009: 120), behavioural intention is the most immediate indicator of actual behaviour; therefore turnover intention (dependant variable) can be used to represent actual turnover. Turnover intention will provide a snapshot of sales employees who are willing to stay or intending to leave the organisation.

1.8. Independent variable

Job satisfaction is the only independent variable of this study as both organisational commitment and turnover intention depends on job satisfaction. The research will investigate the influence of this independent variable on organisational commitment and turnover intention of the sales employees at this organisation.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This study examines the influence of job satisfaction and organisational commitment on turnover intention, and determines the correlation between the research variables of turnover intention, job satisfaction and organisational commitment of the sales employees. The purpose of this chapter is to review literature on this topic. This chapter explains the research variables in the following order: turnover intention, job satisfaction and organisational commitment. Organisational commitment and turnover intention are the two dependant variables of the research; job satisfaction is the only independent variable. This chapter explains each variable, the consequences of each variable, the factors affecting each variable and the relationship between these variables based on the literature. The chapter concludes with a conceptual model that summarises the expected outcome of the research.

2.2. Turnover and turnover intention

Turnover results from a discontinued working (employment) relationship between employer and employee, is categorised as either voluntary or involuntary turnover (Ahmad, Shahid, Huma & Haider, 2012: 126). Turnover is considered to be voluntary when an employee decides to resign from the organisation (ending the employment relationship), whereas involuntary turnover refers to when the employer decides to terminate the employment of the employee in question (Dess & Shaw, 2001: 446). According to Yücel (2012: 45), turnover intention can be defined as the attitude or behavioural intention of an employee that affects his/her intent to resign from the organisation. However, it is hard to measure respondent turnover, as this would happen in the future (we cannot measure future turnover, only current turnover intention, and if turnover has already occurred, those employees have left the company, and therefore cannot be measured either). Turnover decisions are mostly influenced by the intention to resign. By measuring the turnover intention of employees, it is possible to predict turnover of employees, this is because turnover intention is a variable that is consistently and always preceding voluntary turnover. The best single predictor of one's behaviour is to measure a variable that demonstrates the intention to perform that behaviour. Theoretical and empirical evidence shows that turnover can be predicted by employees' intention to resign from the organisation also known as turnover intention (Issa, Ahmad & Gelaidan, 2013:

526). Research about turnover and turnover intention in areas that involve organisational behaviour, psychology, economics and human resource management is a subject that continues to draw great interest from scholars, practitioners and organisations (Koh & Goh, 1995: 103). While turnover of employees can have a positive effect on the organisation (i.e., purging off of poor performers, bringing in fresh ideas to the organisation and promotional opportunities of employees within the organisation), it could also lead to loss of valued employees (those employees whom are skilled and experienced), which could lead to low levels of customer service, reduced company profits, lack of continuity, reduced productivity, poor company image, low morale within employees, recruiting and training costs (Heydarian & Abhar, 2011: 31).

Voluntary turnover or turnover intention is a process that has been thought through by an employee over time, and it is a variable that is measured based on time intervals, often intervals “within the next six months” or “within the next 12 months” are used to measure this variable. Turnover intention is considered to be the final (last) decision in a series or sequence of disengagement (withdrawal) thoughts; a condition of thinking about resigning and intention of searching for alternative employment at different organisations (Tett et al., 1993: 262). Employee turnover has been attributed to dissatisfaction with various aspects of the job (Ramaseshan, 1997: 193).

According to Samad (2006: 2), research on the factors that precedes turnover intention has shown intention to leave as the outcome variable rather than the actual turnover. Firstly, this is because employees have made the decision to leave the organisation way in-advance, it is not a decision taken overnight. This is consistent with theory of attitudinal behaviour, this theory states that an intention to perform a certain or specific behaviour will accurately indicate that behaviour. Secondly, cross sectional study has been found to be more accurate and robust when compared to longitudinal study to examine employees’ intentions to resign from the organisation. In addition, external, attitudinal, organisational and behavioural factors such as work, personal characteristic could be used to predict turnover intention, these factors also influence turnover (Lambert et al., 2001: 245). These factors are as important as recent findings indicate that job satisfaction and job characteristics are effective predictors of turnover intention.

It has been found that employee turnover impacts negatively on the; service levels, number of sales per employee and profit of the organisation. Service offering organisations are concerned about high employee turnover rates as turnover results

in knowledge loss (experience employees leaving), lower productivity (less employees available) and high replacement costs. Managers in those organisations that offer a service are now paying more attention in understanding the factors that contribute to and influence high turnover rates at their organisations (Qureshi, Iftikhar, Abbas, Hassan, Kan & Zaman 2013: 764). According to Walsh (2011: 67), organisational behaviour literature has indicated that job stressors such as the relationship between supervisors and subordinates and workload have an influence on employees' intention to resign. Research found that service employees tend to be overwhelmed by a difficult customer, which leads to a feeling of frustration and tiredness. Customer behaviour can negatively impact employees' well-being and could lead to their intention to resign.

There is a significant cost to an organisation that is associated with sales employees' turnover. These costs can vary in nature; they can be either tangible or intangible. Whether tangible or intangible, these costs will have negative consequences (effect) on the organisation (Dubinsky, Wunder & Dougherty, 1990: 121). Tangible costs refer to those costs that are linked to advertising the post, selecting the candidate and training, whereas intangible costs refer to those costs that are linked to loss of opportunity sales and profits due to management's failure to fill the vacant sales position, reduced customer goodwill due to the departure of a valued sales employee, and the time it will take for the new sales employee servicing the area to fit in. This statement is consistent with Koh et al., (1995) and Walsh (2011) regarding the costs associated with employee turnover.

Several studies examined specific factors that are the determinants or influences of turnover and they have found that turnover or turnover intention of employees' is significantly related to satisfaction with the job (job satisfaction), commitment to the organisation (organisational commitment) and job involvement (Koh et al., 1995: 105). The authors also refer to factors such as the culture of the organisation, creativity of the managers, motivation by management, job related variables, age, tenure, salary and work environment as having an influence on turnover intention.

A study conducted by Landau and Hammer (1986: 385) on clerks found that turnover intention is significantly related to the rate of mobility, age, job tenure, perceived policy on vacancies, autonomy, feedback, skill variety and perceived ease of movement. Shore and Martin (1989: 630) concluded that organisational commitment and job satisfaction are significantly correlated to turnover intention, with organisational commitment being more highly correlated to turnover intention.

2.2.1. The consequences of turnover

According to Mbah and Ikemefuna (2012: 277), turnover has undesired results on both the organisation and the employees (it affects them negatively). From an organisational perspective, turnover is costly as it represents mass departure of human capital investment that the organisation has made and the subsequent replacement costs of this exodus. This mass departure or exodus will mean that the organisation has to invest on searching the external labour market for potential replacement candidates, selection of the best candidate amongst competing candidates, the induction of the chosen candidate and training (formal and informal) of the candidate until s/he reaches the performance level that is equal or equivalent to the employee who is being replaced. As for the employee, turnover means lost remuneration, benefits and having to look for a new opportunity in a different organisation. Without being properly managed, turnover will negatively impact the profitability of an organisation.

2.3. Factors affecting turnover intention

Substantial research has been conducted to examine the relationship between job satisfaction, organisational commitment and turnover intention (Koh et al., 1995; Azeem, 2010; Yücel, 2012 & Chen 2006). These studies concluded that job satisfaction and organisational commitment influences turnover intention negatively; this implies that when levels of job satisfaction and organisational commitment increase, turnover intention levels decrease. Job satisfaction and organisational commitment are therefore antecedents of turnover intention (factors that affect turnover intention).

2.3.1. Job satisfaction

Job satisfaction is defined as the affective or emotional response to a job situation; this emotional response cannot be seen, but can be theorised. This is a complex concept, which according to Herzberg (as cited in Grobler, Wörnich, Carrel, Elbert & Hartfield, 2006: 219), can be divided into hygiene and motivator theory (known as the two factor theory). Hygiene factors refer to those factors that are not directly linked to the job (extrinsic factors) such as relationships with peers, company policies and administration, supervision and relationships with subordinates, work conditions, salary, personal life, status and security. Motivator factors refer to those factors that are directly linked to the job (intrinsic factors) such as growth, advancement,

responsibility, work itself, recognition and achievement. Extrinsic factors will lead to job dissatisfaction whereas intrinsic factors will lead to job satisfaction. Employees determine job satisfaction by comparing the extent to which the outcome meets or exceeds their expectations; this is compared to how co-workers are performing, rewarded and whether there is fairness (Chatzoglou, Vraimaki, Komsiou, Polychrou & Diamantidis, 2011: 131).

Job satisfaction has been described as an employee's emotional response of how well employee's expectation at work meets the outcomes. It is a variable that has been vastly and most commonly studied in the education, business and industry. A job can either be satisfying or dissatisfying depending on how each employee interprets the outcomes versus the expectations that each employee has of what his/her job should provide or involve (Gui, Barriball & While, 2008: 470).

It has been found that job satisfaction influences organisational commitment, and therefore is considered to be an antecedent of organisational commitment. Job satisfaction and organisational commitment differ in that organisational commitment is more concerned with emotional responses or attachment that employees have towards the organisation, whereas job satisfaction is concerned with emotional responses that employees have towards the job. These two variables are highly interrelated. Job satisfaction is a very important variable because the lack of job satisfaction often leads to reduced organisational commitment and increased turnover intentions (Meyer, Stanley, Herscovitch & Topolnytsky, 2002: 159).

2.3.1.1. Factors that influence job satisfaction

Factors such as pay, work itself, supervisor, promotion possibilities, co-workers and customer have been found to influence job satisfaction of employees. And these are the factor that this research is going to focus on.

Pay

Wages and salaries are important facets for job satisfaction. Money helps employees to achieve or afford their basic needs and is very important in providing upper-level needs satisfaction. High compensation or remuneration reflects the value that organisations place on employees and enhances self-worth. A study of 2 000 managers indicated that the amount of salaries received was positively related to satisfaction (Aydogdu & Asikgil, 2011: 44).

Work itself

Studies have confirmed that if organisations offer employees interesting work or challenging jobs, it gives them a sense of accomplishment, they are likely to be satisfied, and this in turn will lower the levels of employee turnover intention. Satisfaction with work itself influences turnover intention negatively and has a positive influence on organisational commitment (Mbah et al., 2012: 286).

Supervisor

Satisfaction with the supervisor influences organisational commitment positively. Supervisors are perceived to represent the organisation by their subordinates, and therefore are not separated from the organisation but seen as part of it. Because supervisors are perceived to represent the organisation, they are therefore involved in a way employees perceive the support from the organisation and the level to which they can be trusted to protect the interests of the subordinates. Supervision is an extrinsic job satisfaction factor; therefore it is a dissatisfier and a demotivator (Chughatai & Zafar, 2006: 44).

Promotion possibilities

Promotion possibilities refer to the availability of advancement opportunities for employees within the organisation. If employees have concerns about advancement opportunities, it will create a source of dissatisfaction, and as a result, affect an individual's job satisfaction. The most well-known study on the subject reported a negative relationship between promotional frustration and attitudes towards the organisation or organisational commitment (Muliawan et al., 2009: 123).

Co-workers (fellow workers)

Interaction with co-workers is critical for job satisfaction. Several studies have shown that friendly and supportive co-workers enhance job satisfaction. Satisfaction with co-workers is measured by how well employees interact positively. Friendships among co-workers improve job satisfaction and organisational commitment, while reducing turnover intention (Rast & Tourani, 2012: 94).

Employee perception of the customer

An empirical study on service employees has found that those customers who are perceived to be unfriendly have a direct and indirect influence on employees' job satisfaction which in turn affected turnover intention. A study by Walsh (2011: 73) found that perceived customer unfriendliness has a positive influence on employee turnover intention.

Impact of demographic characteristics on job satisfaction

Studies in psychology and management have concluded that demographic characteristics have a significant influence on job satisfaction (Lam, Zhang & Baum, 2001: 158). According to Karim (2008: 73), work environment factors and demographic characteristics have been found to influence job satisfaction. Age, gender, educational level and tenure have been theorised and have been found to be significantly correlated to job satisfaction and/or turnover including intention to leave. Demographic characteristics such as race or marital status have been found to have insignificant influence on job satisfaction and/or turnover. Work environment factors such as salary, work itself, promotion possibilities, supervision, fellow workers and customers have also been theorised and found to influence job satisfaction.

2.3.1.2. The consequences of job dissatisfaction

According to Brashear, White and Chelariu (2012: 181), job dissatisfaction refers to unpleasant feelings about one's job resulting from a lack of enjoyment or positive feeling from the job experience. The consequences of job dissatisfaction are, but not limited to, absenteeism, turnover intention, low productivity and low organisational commitment as explained below.

Absenteeism

Absenteeism refers to failure by an employee to report to work and appears to be influenced by the satisfaction with the job. When employees are not satisfied (dissatisfied) with their job, they do not feel motivated to go to work. Absenteeism is an unscheduled activity which is detrimental to the daily activities of the organisation: it affects the productivity of the organisation negatively. A literature review concluded that absenteeism is influenced by job satisfaction or lack thereof (Swarnalatha & Sureshkrishna, 2013: 1).

Turnover intention

Job satisfaction has been found to have a significant negative influence on turnover intention; this implies that, when the level of job satisfaction is low, the level of turnover intention will increase. However, other research has found that this direct influence on turnover intention is weak compared to that of organisational commitment (Randhwa, 2007: 156). Although job satisfaction influences turnover intention, organisational commitment would be a good predictor of turnover intention.

Low productivity

Dissatisfied employees emphasise negative aspects of their work which lowers productivity. This is common in jobs where there is social interaction amongst employees (co-workers) or customers and could lead to this negative attitude spreading and affecting the performance of other employees (Böckerman & Ilmakunna, 2012: 246).

Low organisational commitment

Job satisfaction has been found to positively influence organisational commitment. This implies that low levels of job satisfaction or dissatisfaction with the job will result in low or no organisational commitment from employees (Lahai, Sail, Muhamad Suandi, 2004: 16). Dissatisfaction is the main contributor to the declining of organisational commitment. Commitment implies that an employee is willing to accept and believe in the goals and values of the organisation, put extra effort to make sure the organisation meets its targets and demonstrate a strong willingness or desire to continue working for the organisation for a long-term. If employees are not satisfied, they emotionally detach themselves from the organisation leading to low organisational commitment. According to Azeem (2010: 298), organisational commitment has a negative influence on turnover intention, meaning that low levels of organisational commitment (or lack thereof) will result in turnover.

2.3.2. Organisational commitment

Although there are different approaches to the definition of organisational commitment amongst researchers, according to Malik, Nawab, Naeem & Danish (2010: 18), organisational commitment is the employee's emotional or affective response or attachment, identification with and involvement in the organisation. This

definition is consistent with Muliawan et al., (2009) who defines organisational commitment as the degree to which an employee is involved in, and identifies with the employing organisation. Organisational commitment is generally considered to be a three dimensional variable consisting of three components, viz., affective, continuance and normative commitment. Mowday et al., (1979: 226) defined organisational commitment as the level of strength in confidence that an employee show towards an organisation with regards to continue or remain working for the organisation.

Lack of organisational commitment has a negative effects on the organisation such as an increase in tardiness, poorer performance, higher absenteeism, turnover intention, and turnover rate which all negatively affect organisational efficiency and effectiveness (Güleryüz et al., 2008: 1627), and as mentioned in chapter one, committed employees accept and believe in the goals and values of the organisation, they put an extra effort to make sure the organisation meets its targets or goals, and they demonstrate a strong willingness or desire to continue working for the organisation.

Commitment (or lack thereof) has several negative consequences for the organisation. Several studies have reported that organisational commitment has a negative influence on both employee intention to leave the organisation and actual turnover. Additionally, it has been concluded that employees with strong affective commitment to the organisation are more committed to their job, always add an extra effort, work harder and always outperforms those with lower levels of affective commitment (Akroyd et al., 2009: 114).

It is critical to distinguish job satisfaction from organisational commitment. Although they both reflect affective responses, job satisfaction differs from organisational commitment as it reflects an affective response that an employee has towards any job by comparing actual outcomes to the expected outcomes. Satisfaction is more concerned with things that involve specific job environments where an employee undertakes his/her duties, whereas organisational commitment reflects affective responses which an employee has towards the organisation as a whole resulting in a willingness to exert optimal effort to achieve organisational goals. Organisational commitment focuses on how well an employee is committed (attached) to the organisation, including its goals and values. In addition, organisational commitment should be more stable over time than job satisfaction to determine turnover intention (Hussain & Asif, 2012: 3).

Commitment by employees to an organisation has an effect on the employees themselves and on the organisation. When employees become more committed to an organisation, they show reduced withdrawal behaviour (intention to resign) and increased citizenship behaviour (intention to stay) in their organisations. On the other hand, an employee's commitment reduces job movement or turnover intention but increases productivity, which directly benefits the organisation and indirectly benefits society (Aydogdu et al., 2011: 45).

The most commonly used measure of an employees' organisational commitment is the Organisational Commitment Questionnaire (OCQ) developed by Allen and Meyer (1990). It is a 24-item scale designed to measure the three aspects of affective, continuance and normative commitment. There are eight questions per component of organisational commitment. For the purpose of this study, all questions from the OCQ were included in the questionnaire.

2.3.2.1. Meyer and Allen's three component model of organisational commitment

There are two types of commitment, attitudinal and behavioural (Meyer et al., 1991: 62). Attitudinal commitment is more concerned with the process that employees use to think about their relationship with the organisation. It is considered a mind-set or psychological state (feelings and/or beliefs) in which individuals compare their goals and values to those of the organisation to assess the congruence. This commitment refers to the affective (emotional) attachment an individual has with the organisation. In this research, this is defined as affective commitment. Behavioural commitment is defined as the process by which employees become "locked" into an organisation. In this aspect of organisational commitment, employees may feel obligated to remain with the organisation. Meyer et al., (1991) further developed their definition of organisational commitment into a three component model to integrate existing uni-dimensional conceptualisations of organisational commitment. The authors argued that the common characteristic in all definitions is the belief that commitment binds an individual to a course of action; what differs is the mind-set presumed to characterise the commitment. The terms affective (desire-based), continuance (cost-based) and normative (obligation-based) commitment were used by Meyer et al., (1991) to distinguish the three components of organisational commitment. Common to these components is that commitment is a psychological concept that illustrates an employee's relationship with an organisation, and it determines whether the employee should continue or discontinue working for the organisation.

Affective commitment

Affective commitment is the most widely investigated component of organisational commitment, which according to Kumar and Eng (2011: 851) is the level to which an employee is psychologically attached to an organisation and has a sense of belonging. Commitment has been linked to personal characteristics, organisational structure and work experiences, such as pay, supervision, role clarity and skill variety. Eslami and Gharakhani (2012: 85) define affective commitment as the employee's identification, involvement and emotional attachment to an organisation.

Those employees who are affectively committed to their organisation, have a sense or feeling of belonging, and therefore could identify with organisation's values and goals which increases their level of involvement in the organisation's activities, their willingness to pursue the organisation's goals, and the strong feeling to remain with the organisation. Studies have found that absenteeism, performance and turnover are influenced by affective commitment, with turnover most strongly influenced by affective commitment (Rhoades, Eisenberger & Armeli, 2001: 825). Antecedence of affective commitment is divided into four categories: job-related characteristics, work experiences, personal and structural characteristics (Allen & Meyer, 1990: 4).

Continuance commitment

Sikorska-Simmon (2005: 197) defines continuance commitment as a feeling of obligation to continue working for the organisation as a result of perceived costs associated with the termination of working relationship with the organisation. Because continuance commitment recognises the costs linked to discontinuation of working relationship with the organisation, anything that could lead to increased costs (perceived costs) can be considered an antecedent. This course of action develops as one calculates the losses and gains when employment is discontinued. Some of the things that an employee may consider when making these calculations may include but not limited to giving up a senior position, wasting time and effort spent in acquiring non-transferable skills, company benefits and disruption of personal relationships. Continuance commitment weakly impacts employee performance (Qaisar, Rehman & Suffyan, 2012: 250).

According to Chien-Hung and Wen-Chen (2012: 92), there is an insignificant correlation between affective and continuance commitment. Therefore continuance commitment is not influenced or related to affective commitment. They concluded that

employees become committed to a course of action because the associated costs of behaving otherwise are too high, and not because they have an affective attachment to the object of their commitment.

Normative commitment

Meyer et al., (2002: 21) define normative commitment as the employee belief based on morals and values that they should remain (or feel obliged to remain) with the organisation whether or not the outcomes of the job meet the expectations and regardless of how much status enhancement or satisfaction the organisation gives them over the years. Normative commitment may develop as a result of the moral obligation to remain with the organisation based on the benefits such as “in advance rewards” (e.g., paying for tertiary tuition) or when an employer has incurred significant costs in providing employment (e.g., costs associated with job training) and organisational socialisation. Recognition of these benefits may create an imbalance in the employee-organisation relationship and cause employees to have an obligated feeling to the same by committing themselves to the organisation until such time when they feel the debt might have been repaid. This debt can be monetary but also intangible such as guilt for leaving the organisation.

2.3.2.2. The consequences of organisational commitment

The most widely studied behavioural correlate of commitment has been tenure in the organisation, or its obverse, turnover. Low commitment levels have negative consequences for the organisation. Lack of organisational commitment will lead to employee turnover, absenteeism, lack of job involvement, low job quality, decreasing customer reliability and lack of organisational loyalty. The hypothesised negative relation between organisational commitment and turnover (or turnover intention) has been found in studies using measures that claim to show affective, continuance and normative commitment. When the employees are committed, they become liable, more disciplined in their jobs and stay longer in the organisation (Kargar, 2012: 5017).

Because each of the components of organisational commitment can exert independent effects on a particular behaviour or variable, the relation between any component of commitment and variable is complicated. A study by Fu, Bolander and Jones (2009: 346) found that perceived organisational support has a strong positive effect on affective commitment, but no significant effect on normative commitment, and a negative effect on continuance commitment. In addition, they found that job

satisfaction has a positive effect on both affective and normative commitment, but no effect on continuance commitment. These findings are consistent with Meyer et al., (1991) who concluded that each component of organisational commitment has a different relationship with other variables.

2.4. Relationship between the variables

By looking at past research, one could get an insight of the relationship amongst the research variable of the study. This will help in formulating a conceptual model of the research or study. It is very important to understand whether the relationship is positive or negative and whether or not it is statistically significant to be able to compare the findings of the study and those of the past research to see if they are in line.

2.4.1. Relationship between job satisfaction and organisational commitment

It has been reported in various studies that job satisfaction and organisational commitment have a strong positive and significant relationship (Malik et al., 2011: 21; Salehi & Gholtash, 2011: 309; Karim, 2008: 83; Sikorska-Simmons, 2005: 201). According to Schwepker (2001: 46), organisational commitment is linked to high levels of job satisfaction, suggesting that employees who are satisfied with their jobs tend to be committed to the organisation. There has been a different view amongst the researchers and their findings regarding the nature of the relationship between job satisfaction and organisation commitment, with some research concluding that job satisfaction leads to organisational commitment (Eslami et al., 2012; Meyer et al., 2002), and others concluding that organisational commitment leads to job satisfaction (Sharma and Bajpai, 2010; Anis, ur-Rehman, ur-Rehman, Khan & Humayoun, 2011). However, more research findings indicate that job satisfaction is an antecedent of organisational commitment (it leads to organisational commitment). In most studies, job satisfaction has been treated as an independent variable whilst organisational commitment has been treated a dependant variable. Job satisfaction has been found to correlate more strongly with affective commitment (Yücel, 2012: 55).

Various researches has found that facets of job satisfaction such as supervision, nature of the job, content of the job, promotional opportunities, relationship with co-workers and pay influences organisational commitment significantly. It has been concluded that these facets of job satisfaction have a statistically significant positive influence on organisational commitment (Azeem, 2010: 297).

Affective commitment has been found to have a statistically significant positive correlation with job satisfaction when compared to the other two components of organisational commitment (Sethi & King, 1998: 20; Fu et al., 2009: 344 & Karim, 2008: 83). These findings are consistent with the findings of Eslami et al., (2012) and Meyer et al., (2002) who concluded that facets of job satisfaction are significantly and positively related to all three components of organisational commitment (affective, normative and continuance). However, affective commitment correlated more strongly with job satisfaction compared to normative and continuance commitment. The relationship between job satisfaction and affective commitment could be because job satisfaction is viewed as an affective attachment to the job, either in its entirety or relative to particular facets of job satisfaction.

Substantial evidence shows that a positive correlation between affective commitment and normative commitment exists; however, some researchers have questioned the effectiveness of retaining normative commitment as a separate measure of organisational commitment, suggesting that the two constructs overlap (Powell & Meyer, 2004: 172). This implies that the feelings of what one desires to do and what one should do may not be independent of each other.

Based on the above arguments, it can be concluded that affective organisational commitment is the mediator in the relationship between job satisfaction and turnover intention. This implies that job satisfaction has an indirect negative relationship with turnover intention which is mediated by affective organisational commitment.

2.4.2. Relationship between job satisfaction and turnover intention

A study by Chatzoglou et al., (2011: 143) found a significant negative relationship between job satisfaction and turnover intention. This finding is consistent with previous studies that demonstrated a negative correlation between the measure of job satisfaction and turnover intention and that a decrease in the level of job satisfaction would lead to an increase in the turnover intention and vice versa (Aydogdu et al., 2011; Tett et al., 1993; Shore et al., 1989; Randhawa, 2007; Koh et al., 1995; Walsh, 2011; Chen, 2006; Samad, 2006). According to Randhawa (2007: 151), the most common and consistent finding on job satisfaction was that it correlates negatively with turnover intention. Although job satisfaction has a negative correlation to turnover intention, it has been found that job satisfaction is not a coherent measure of turnover over time, because it reflects more instantaneous

response to specific and tangible aspects of the work environment as compared to organisational commitment.

Job satisfaction affects the relationship between an employee and the organisation (whether an employee will remain or leave an organisation) and it refers to the employee's general opinion about his/her job. If employees are not satisfied with their job, they will resign from the organisation; if employees believe that they are treated and rewarded fairly, they will remain with the organisation (Rehman, ur-Rehman, Saif, Khan, Nawaz & ur Rehman, 2013: 81). However, the relationship between job satisfaction and turnover intention is not as robust when compared to the relationship between organisational commitment and turnover intention, hence organisational commitment has been found to be a good indicator of turnover.

2.4.3. Relationship between organisational commitment and turnover intention

Components of organisational commitment (affective, continuance and normative) have been found to have a negative correlation with turnover intention, with affective commitment representing high correlation with turnover intention. It was found to represent a potent factor in determining whether employees will remain with or leave the organisation (Adenguga, Adenuga & Ayodele, 2013: 35). Furthermore, organisational commitment and turnover intention have been found to have a significant negative correlation (Hussain et al., 2012: 15; Kumar, 2011: 857).

Under certain circumstances, a measure of employees' organisational commitment may be a more effective predictor of turnover intention than job satisfaction, for example, while an employee may not be satisfied with either his/her salary or supervisor, a high degree of commitment to the organisation and its goals may override such dissatisfaction. Organisational commitment should be somewhat more stable over time than job satisfaction and has been found to be a better and more stable predictor of organisational turnover intention relative to job satisfaction (Porter, Steers & Mowday, 1974: 604).

Although there has been some inconsistency on the correlation of organisational commitment and turnover intention, there is more evidence that shows that affective organisational commitment has the strongest correlation with turnover intention amongst the three components of organisational commitment (Meyer et al., 2002; Sethi et al., 1998). It is believed that affective organisational commitment is the strongest predictor of organisational turnover intention within the three components of

organisational commitment. According to Buitendach and De Witte (2005: 29), the measurement of affective commitment is considered more reliable than the other two components. Affective commitment explains the most percent variation caused on the dependent variable relative to the other two components.

A study by Chang, Chi and Miao (2007: 362) found that normative commitment negatively correlated more strongly with turnover intention. However, the authors acknowledged that their data was inconsistent with previous studies conducted in North America. Logistic regression analysis demonstrated that only normative and continuance commitments had negative significant influences on turnover intention (Chen, 2006: 275). In contrast, affective commitment did not have a statistically significant influence on turnover intention.

It is worth noting that some demographic characteristics such as age, education and organisational tenure have a negative correlation with job satisfaction which could lead to low commitment resulting in turnover intentions of the employees (Samad, 2006: 9; Adenguga et al., 2013: 35; Martin et al., 1999: 2; Lam et al., 2001: 161). From a HR perspective and for the present study, this relationship will not be investigated.

2.4.4. Conceptual model of the research

Figure 2.1 illustrates the research hypotheses; job satisfaction has a weaker correlation to turnover intention (broken arrow). However, job satisfaction has a significant positive correlation with organisational commitment (solid line +). On the other hand, organisational commitment has a significant negative correlation with turnover intention (solid line -). In the present study, turnover intention is a dependent variable.

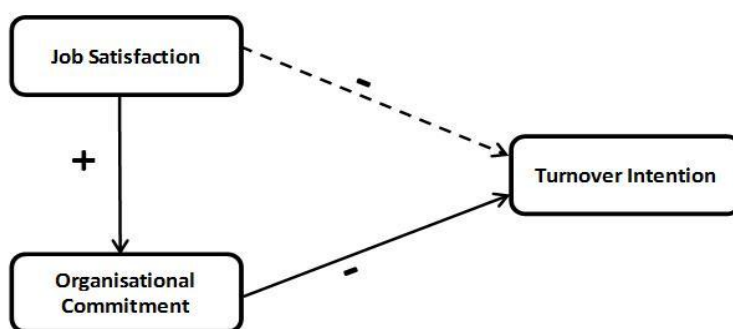


Figure 2.1: Conceptual research model

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter gives an overview of the process followed, instrument applied and the method used for data collection. The quantitative data collection method used was an on-line self-administered questionnaire to measure job satisfaction, organisational commitment and turnover intention of sales employees.

Quantitative research methods involve collection of information that can be analysed numerically or using mathematically based methods (statistics), of which the results can be presented in statistical format, tables and graphs. It is used to test a pre-determined hypotheses or research questions and produce generalizable results (Marshall, 1996: 522). Quantitative research method was found to be suitable for this study because this study focuses on gathering of numerical data through survey questionnaire to objectively answer research questions which involves opinions, attitude and behaviours of the respondents of which the results could be generalised back to the population.

3.2. Research design

The research design described the type of questionnaire used to measure independent and dependent research variables. It also explained how this instrument was administered to the respondents, clarified the ethical considerations and finally explained how the sample for the research was selected.

3.2.1. Measure

The questionnaire used in this research was a combination of two questionnaires: INDSALES and organisational commitment questionnaires. The INDSALES questionnaire was used as recommended by Schwepker (2001), whereas the organisational commitment questionnaire was used as recommended by Allen and Meyer (1990). The INDSALES questionnaire was used because of its relevance to the study as it was developed for industrial sales employees, the respondents in the present study. The INDSALES questionnaire measured job satisfaction and turnover intention of the sales employees. The organisational commitment questionnaire measured the organisational commitment of sales employees. Organisational

commitment is divided into three components, viz., affective, normative and continuance. The organisational commitment questionnaire from Allen et al., 1990 is the most widely used instrument to measure organisational commitment (Sethi et al., 1998; Salehi and Gholtash, 2011; Aydogdu et al., 2011; Tett et al., 1993).

The online questionnaire comprised three sections: section one measured demographics, section two measured job satisfaction and organisational commitment, and section three measured turnover intention. A five point Likert scale ranging from one (1: Strongly disagree) to five (5: Strongly agree) was applied to measure the responses for sections two and three of the survey to maintain consistency and avoid ambiguity. In this research, the Likert scales original questionnaire (ranging from 1 to 7) was not used; it was adapted to suit the intended environment and questions were not altered.

Before this questionnaire was emailed to the respondent for data collection, it was first piloted to a group of ten people from different organisations of which two people were students. This pilot study was done to check the clarity and effectiveness of the questions on the questionnaire. After receiving positive feedback, then the questionnaire was emailed to the respondents.

3.3. Measuring the independent variable

Job satisfaction was the only independent variable in this study. According to the theoretical framework of the study, job satisfaction influences organisational commitment and turnover intention.

3.3.1. Job satisfaction

Job satisfaction was measured using a modified version of the Churchill et al., (1974) INDSALES questionnaire as applied by Schwepker (2001). The instrument assesses sales employee's satisfaction across six elements of job satisfaction: pay, job, supervision, promotion, fellow workers and customers. There were two negatively phrased questions under pay, and one negatively phrased question under promotion. The response option for each of these six items was based on a five-point Likert scale (1: strongly disagree to 5: strongly agree). The INDSALES questionnaire was adapted for the study by removing the section on ethical climate as it was irrelevant. All other questions were unaltered. This instrument had good reliability reflected by a Cronbach Alpha coefficient of >0.70 (Schwepker, 2001: 43).

3.4. Measuring dependent variables

Organisational commitment and turnover intention were the two dependent variables studied. Turnover intention was dependent on both job satisfaction and organisational commitment, whereas organisational commitment was only dependent on job satisfaction, but influenced turnover intention.

3.4.1. Organisational commitment

Organisational commitment was measured using a full version of the 24-items organisational commitment questionnaire developed by Allen et al., (1990). This is a three component instrument which measures organisational commitment with regards to affective, normative and continuance commitment. Each of these components had eight questions. There were four negatively phrased questions under affective commitment with three negatively phrased questions under both normative and continuance commitment. The responses for each component was measured on a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree as opposed to the seven-point Likert scale used by Allen et al., (1990), to streamline and standardise the questionnaire. The questions on the original questionnaire were unaltered, only the Likert scale was reduced. The reliability was 0.87 for affective commitment, 0.75 for normative commitment and 0.79 for continuance commitment.

3.4.2. Turnover intention

Turnover intention was measured using four items from the stay/leave index developed by Bluedorn (1982) as applied by Schwepker (2001). The responses for each of these items were measured on a 5-point Likert scale ranging from (1) no chance to (5) very high. These items on the instrument were coupled to two items from Lucas (1985) intended to tap withdrawal cognitions. For both these items, the responses were measured using a 5-point Likert scale ranging from (1) never to (5) often for one item; and for the second item, ranged from (1) not seeking to (5) very high. According to Schwepker (2001), a variation of this measure has been applied in many studies to measure the sales employees' turnover intentions and had a good reliability indicated by Cronbach Alpha of >0.70.

3.5. Questionnaire administration

Data for research could be collected using different methods such as observation, semi-structured, in-depth and group interviews, and survey questionnaires. For the purpose of this study, the data was collected using an online self-administered questionnaire, all the data were collected electronically (online) and there were no responses collected on paper. The questionnaire was used because it was in line with the research questions and research objectives of this study and also due to the fact that this study is a descriptive study. The questionnaire was distributed to the respondents through an email link. The expected response rate for this survey was 60% (150 responses from 249 sales employees). The questionnaire was developed using the Thesis Tools website. A login identity for the survey link was automatically issued during the development of the survey (<http://www.thesistools.com/web/?id=294544>). This link was password protected and coded to ensure that respondents only answered the questionnaire once. Refer to Appendix B for the online questionnaire.

The online self-administered questionnaire was used because of the following reasons:

- The initial approach was to distribute hard copies of the questionnaire to all employees at the sales conference but this did not materialise due to a delay in obtaining ethical approval (only obtained after the conference).
- The online questionnaire was versatile and could collect information rapidly.
- Many respondents could be easily reached (it was emailed to many employees simultaneously).
- It was relatively cheap and flexible; it minimised costs associated with travelling for delivery of questionnaires or telephonic interviews.

This questionnaire had three sections. Section one focused on the demographics of the sales employees. It measured gender, age, tenure and education. Section two measured job satisfaction and organisational commitment. Job satisfaction measured satisfaction with pay, job, supervision, promotion, fellow workers and customers. Organisational commitment measured commitment with regards to affective, continuance and normative commitment. And Section three measured turnover intention.

A letter of authorisation to conduct the study was obtained from the company, viz., Company X. Anonymity and confidentiality was protected throughout the research. The first page of the questionnaire explained the purpose of the research, the conditions for participation and confirmed the confidentiality of the participating sales employees.

The link was emailed to 249 sales employees with the request to complete the survey within three months. However, after three months the response rate was very low forcing an extension of about one month and 24 days. The extension was granted to increase the response rate, and thus yield a more accurate representation. A total of 118 questionnaires were completed after the closing date, with a 47.4% response rate which was lower than the expected 60%. Self-administered web-based surveys have low response rates (Eiselen and Uys, 2005: 2). The completed questionnaires were analysed with SPSS.

3.6. Ethical considerations

According to Saunders, Lewis and Thornhill (2009: 168), ethics is defined as the appropriate behaviour that need to be followed by researcher regarding the rights of those individuals who become the subject of the research, or are affected by it. Ethics is also defined as the norms and standards of behaviour, it guides moral choices about our behaviour and our relationship with others based on this regard.

Permission to conduct the study

Permission to conduct the study was obtained from Company X's management. This granted the researcher access to company information on sales employees but both the company and the researcher were protected.

Respect for people as autonomous individuals (respondents)

In South Africa, respect for people is a basic human right. Respondents were autonomous individuals and therefore had the right to choose to take part (participate) in the study and their decisions were respected. Respondents were not coerced, and upon enrolment, consented to participate in the study independently. In addition, respondents were given the option to withdraw from the study at any time without any consequences. The decision to participate in the survey by completing the online questionnaire therefore remained the choice of the respondents.

Confidentiality and anonymity

Confidentiality is considered a basic ethical principle in research whereas anonymity is a way to maintain confidentiality. Steps were taken to protect respondents' identities by not revealing their names or including identifying details in the questionnaire.

Avoiding harm

There was no harm to the respondent at any time. Avoiding harm is another human rights requirement when conducting research. Harm can either be one or a combination of physical, psychological, emotional, social and financial factors.

Justice

Justice relates to fair treatment of the respondents. All respondents were fairly and equally treated with respect throughout the study.

Informed consent

As required by law, before study participation, a full explanation on what the study entails has to be individually conveyed to all the respondents. A letter was attached to each online questionnaire stating that by completing and returning the questionnaire, respondents gave their informed full consent for participation.

3.7. Delineation of study

The study was done on Company X, which sells speciality chemicals in South Africa and other African countries. The study only focused on the factors affecting turnover intention of sales employees based on the divisions of the company in South Africa. Non-sales employees, i.e., supporting employees including lab analysts, marketers and HR personnel were excluded from the study.

3.8. Limitations of study

There were two main limitations of the study. Firstly, the study only focused on the turnover intentions of sales employees at Company X, therefore findings may not

apply to other South African sales companies operating in the speciality chemicals sector.

Secondly, all variables measured were self-reported (via online questionnaires) and from the same source, thus common method variance may have influenced the validity and reliability of the data and potentially the integrity of the findings. There is some evidence that shows that common method variance is a concern but not a major issue, but with all self-administered questionnaires, social desirability biases common method variance and response distortion due to ego defence tendency were of some concern (Chang et al., 2007: 364).

3.9. Sample

In research study, it is not always viable or possible to collect and analyse data from every possible case or element of the population, and this could be attributed to time limit or restriction, cost and sometimes access. However, occasionally may be possible to collect and analyse data from all the cases or element (population) and this is called census (Saunders et al., 2009: 210). Therefore, for a research that would be impractical to collect data from the entire population, one need to select a sample from the population. The data from this selected sample can then be used to generalise about all the cases/element or the population from which the sample was selected from. There are different techniques to sampling, such as probability sampling, purposive sampling and no-rule sampling (Barreiro & Albandoz, 2001: 4).

3.9.1. Description of the sample

Because the population for this study was not too big, The link to questionnaire was emailed to all sales employees for completion. There was no sample taken from the population, but instead all the cases from the population were used. This method of data collection is called census as all the cases or elements received the link. The online questionnaire was exactly the same for each respondent apart from being uniquely coded to maintain anonymity and confidentiality.

The link was randomly emailed to 249 respondents on the 3rd of October 2012 with a final reminder sent on the 16th of January 2013. The cut-off date for completing the survey was extended to the 27th of February 2013, thus it took four months and 24 days for data collection.

Of the 249 sales employees who were emailed the link to complete the online questionnaire, only 118 were completed. Of the 118 completed questionnaires, 11 were incomplete, resulting in a response rate of 42.97%. This was lower than the expected response rate of 60% and confirmed that low response rates are achieved by web-based data collection (Eiselen et al., 2005).

3.10. Factor analysis and the reliability of the scales

Before the data were subjected to SPSS analysis, all negatively phrased questions were rephrased to become positively phrased.

3.10.1. Factor analysis

Factor analysis is commonly used to reduce the number of items (questions) to fewer constructs or factors; or to determine which items are highly interrelated; and thus can become one construct, or factor (Exploratory Factor Analysis). In the present study, factor analysis was not done because the researcher understood the interrelationships of certain groups of items and Cronbach's Alpha was applied to test this relationship. In addition, the sample size was small.

CHAPTER FOUR

DATA ANALYSIS

4.1. Introduction

This chapter focuses on the interpretation of the data. The data were analysed using SPSS. The chapter will report sample demographics (gender, age, tenure and education), reliability analysis, mean, standard deviation, correlation and regression analysis to summarise the responses of the participants on the variables investigated, viz., job satisfaction, organisational commitment and turnover intention. According to Kumar et al., (2011: 854), correlation analysis is the statistical tool used to describe the degree to which variables are linearly related to another, the Pearson correlation coefficient range of 0.91-1.00 indicates very strong correlation, 0.71-0.90 indicates a high correlation, 0.41-0.70 indicates moderate correlation, 0.21-0.40 indicates small but definite correlation and 0.00-0.20 indicates slight, almost negligible correlation. The results from this chapter will be discussed in Chapter 5 and conclude the findings on the correlation between job satisfaction, organisational commitment and turnover intention as well as the influence of job satisfaction and organisational commitment on turnover intention of the respondents based on their responses from the questionnaire.

4.2. Sample demographics

Section one of the questionnaire collected demographic characteristics of the respondents. Demographic data collected included gender, age, tenure and education (Table 4.1).

Table 4.1: Demographic characteristics

Demographic	n	%
Gender		
Male	86	73.5
Female	31	26.5
Age		
Less than 25	15	12.8
25 - 35	64	54.7
36 - 45	25	21.4
Over 45	13	11.1
Tenure		
Less than 5	54	46.2
5 - 10	39	33.3
11 - 20	16	13.7
Over 20	8	6.8
Education		
Grade 12	11	9.4
Certificate	8	6.8
National Diploma	64	54.7
Bachelor	25	21.4
Above Bachelor	9	7.7

Notes for the table: n is number of respondent, % is percent of respondent

From Table 4.1, 117 respondents participated in the survey and answered the questions relating to gender, age, tenure and education. Figures 3.1 to 3.4 further illustrate the demographic data graphically.

4.2.1. Gender

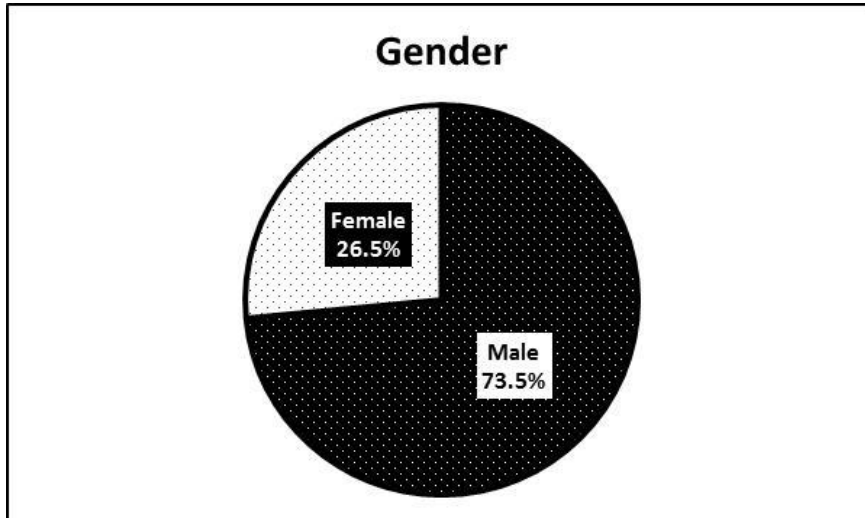


Figure 4.1: Gender representation

The research sample comprised 73.5% males (86 respondents) and 26.5% females (31 respondents) (Figure 3.1). Thus most respondents were males.

4.2.2. Age

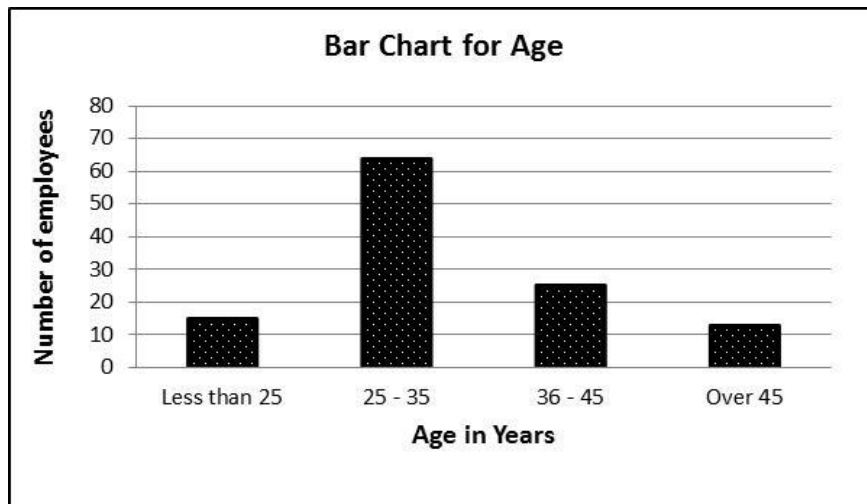


Figure 4.2: Age representation

From Figure 3.1, 15 respondents were <25 years (12.8% of the respondents), 64 respondents were 25-35 years (54.7% of the respondents), 25 respondents were 36–45 years (21.4% of the respondents) and 13 respondents were >45 years (11.1% of the respondents). Therefore most respondents were 25-35 years old, which was a young sales force.

4.2.3. Tenure

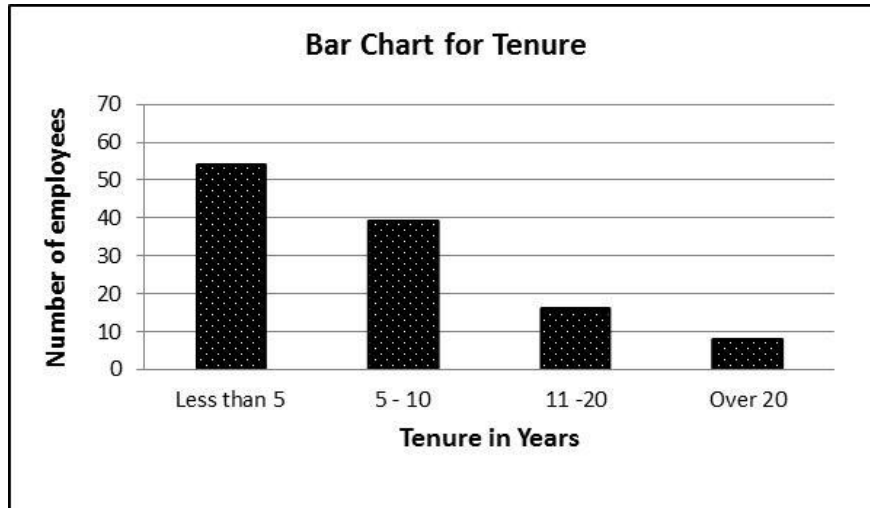


Figure 4.3: Tenure representation

From Figure 4.3, 54 respondents were employed for <5 years at Company X (46.2% of the respondents) whereas 39 respondents were employed for 5-10 years (33.3% of the respondents). Furthermore, 16 respondents were employed of Company X for 11-20 years (13.7% of the respondents) and 8 respondents were employed for >20 years (6.8% of the respondents). Therefore most of the respondents were employed at Company X for <5 years.

4.2.4. Education

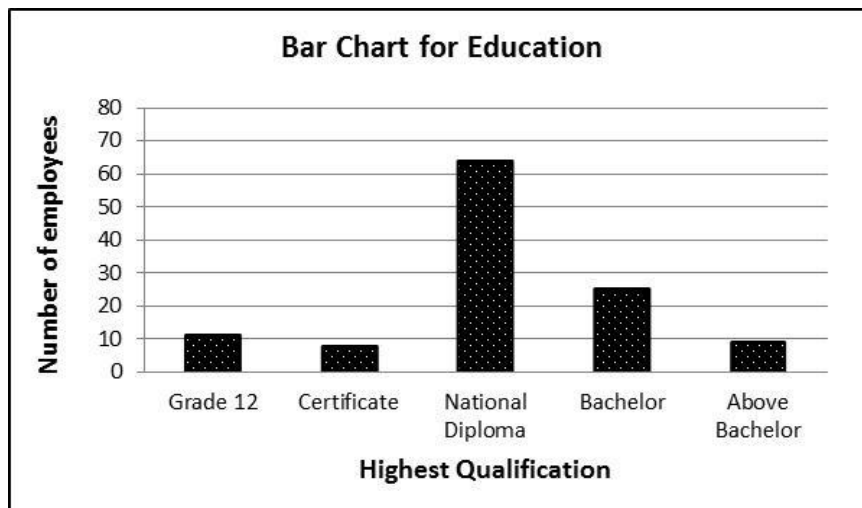


Figure 4.4: Educational representation

A total of 11 respondents had Grade 12 (9.4% of the respondents) with 8 respondents awarded Certificates (6.8% of the respondents), 64 respondents had a National Diploma (54.7% of the respondents), 25 respondents had Bachelor degrees (21.4% of the respondent) and 9 respondents had degrees higher than Bachelor

degrees (7.7% of the respondents). Therefore most of the respondents had National Diplomas as their highest educational qualification.

4.3. Reliability analysis

The instrument used to measure job satisfaction was subjected to a reliability test by using Cronbach's Alpha coefficient. The reliability test was done on all six facets of job satisfaction (pay, job, supervision, promotion, fellow workers and customer).

Table 4.2: Reliability analysis for elements of job satisfaction

Job Satisfaction: Pay Cronbach Alpha = 0.780
Q1: In my opinion, the pay here is lower than in other companies
Q2: My pay is low in comparison with what others get for similar work in other companies
Job Satisfaction: Job Cronbach Alpha = 0.449
Q3: My work is satisfying
Q4: I am really doing something worthwhile in my job
Q5: Work gives me a sense of accomplishment
Job Satisfaction: Supervision Cronbach Alpha = 0.789
Q6: My regional sales manager really tries to get our ideas about things
Q7: My regional sales manager gives us credit and praise for work well done
Q8: My regional sales manager has always been fair in dealing with me
Job Satisfaction: Promotion Cronbach Alpha = 0.526
Q9: There are plenty of good jobs here for those who want to get ahead
Q10: The company has a FAIR promotion policy
Q11: My opportunities for advancement are NOT limited
Job Satisfaction: Fellow Workers Cronbach Alpha = 0.723
Q12: My fellow workers are pleasant
Q13: The people I work with are friendly
Job Satisfaction: Customer Cronbach Alpha = 0.795
Q14: My customers are trustworthy
Q15: My customers are understanding
Q16: My customers are loyal

The overall job satisfaction's Cronbach Alpha was 0.701. Job satisfaction: job and job satisfaction: promotion were the only two facets of job satisfaction with a Cronbach Alpha of <0.7, viz., 0.449 and 0.526, respectively. These two facets of job satisfaction were therefore excluded from analysis due to their low Cronbach Alpha coefficients. A total of 117 respondents answered the questions on job satisfaction: job, fellow workers, promotion and supervisor. Furthermore, 113 respondents answered the questions on job satisfaction: customer.

Table 4.3: Reliability analysis for components of organisational commitment

Affective Commitment Cronbach Alpha = 0.840
Q17: I would be very happy to spend the rest of my career with this company
Q18: I enjoy discussing my organisation with people outside it
Q19: I FEEL emotionally attached to this organisation
Q20: I FEEL a strong sense of belonging to my organisation
Q21: I really feel as if this organisation's problems are my own
Q22: This organisation has a great deal of personal meaning for me
Q23: I think I could NOT easily become as attached to another organisation as I am to this one
Q24: I do FEEL like part of the family at my organisation
Normative Commitment Cronbach Alpha = 0.817
Q25: I was taught to believe in the value of remaining loyal to one organisation
Q26: I think that people these days move from company to company too often
Q27: One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain
Q28: I BELIEVE that a person must always be loyal to his/her organisation
Q29: I THINK that wanting to be a "company man" or "company woman" is sensible
Q30: Things were better in the days when people stayed with one organisation for most of their careers
Q31: If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation
Q32: Jumping from organisation to organisation does SEEM unethical to me
Continuance Commitment Cronbach Alpha = 0.723
Q33: I am AFRAID of what might happen if I quit my job without having another lined up
Q34: Right now, staying with my organisation is a matter of necessity as much as desire
Q35: It would be very hard for me to leave my organisation right now, even if I wanted to
Q36: It WOULD be too costly for me to leave my organisation now
Q37: One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice - another organisation may not match the overall benefits I have here
Q38: Too much in my life would be disrupted if I decided I wanted to leave my organisation
Q39: One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives

All three components of organisational commitment had a Cronbach Alpha of >0.7 confirming internal reliability. A total of 116 respondents answered the questions on affective commitment, 111 respondents answered the questions on normative commitment and 115 respondents answered the questions on normative commitment.

Table 4.4: Reliability analysis for turnover intention

Turnover Intention Chronbach Alpha = 0.930
Q40: How would you rate your chances of resigning your company in the: Next three (3) months
Q41: How would you rate your chances of resigning your company in the: Next six (6) months
Q42: How would you rate your chances of resigning your company in the: Sometime within the year
Q43: How would you rate your chances of resigning your company in the: Sometime within the next two (2) years
Q44: How often do you contemplate resigning your job?
Q45: To what extent are you presently seeking other employment?

Turnover intention had the highest Cronbach Alpha at 0.930, confirming internal reliability. A total of 109 respondents answered the questions on turnover intention.

4.4. Descriptive statistics and correlation analysis

Descriptive statistical analysis on the mean, standard deviation, correlation and regression analysis was performed. The SPSS programme was used for quantitative analysis on the responses.

Table 4.5: Mean and standard deviation for job satisfaction

Variables	N	Range	Minimum	Maximum	Mean	Std Error	Std. Deviation	Variance
Job Satisfaction: Pay	118	4	1	5	3.47	0.104	1.124	1.264
Job Satisfaction: Fellow Workers	118	4	1	5	4.01	0.079	0.863	0.746
Job Satisfaction: Supervisor	117	4	1	5	3.46	0.094	1.021	1.042
Job Satisfaction: Customer	118	4	1	5	3.59	0.079	0.853	0.727
Job Satisfaction	118	2	2	5	3.64	0.044	0.481	0.21

From Table 4.5, the levels of job satisfaction were 3.47 for satisfaction with pay, 4.01 for satisfaction with fellow workers, 3.46 for satisfaction with supervisor and 3.59 for satisfaction with customer. These elements of job satisfaction (pay, fellow workers, supervisor and customer) were measured with a 5-point Likert scale, where 5 was strongly agree. Thus the middle scale for job satisfaction levels was 3. From Table 4.5, the mean for all the facets of job satisfaction were above the mid-scale of 3.

Standard deviations were 1.124 for pay, 0.863 for fellow workers, 1.021 for supervisor and 0.853 for customer (Table 4.5). The high standard deviation on job satisfaction: pay and supervisor suggested that the respondents had divergent opinions on pay and supervision. While some respondents were satisfied with pay and supervision, others were not. Thus there was no consensus on pay and supervision.

The standard deviation for job satisfaction: fellow workers and job satisfaction: customers were 0.863 and 0.853 respectively (Table 4.5). These low standard deviations reflected consensus on job satisfaction: fellow workers and customer.

Table 4.6: Mean and standard deviation for organisational commitment

Variables	N	Range	Minimum	Maximum	Mean	Std Error	Std. Deviation	Variance
Affective Commitment	118	4	1	5	3.23	0.076	0.827	0.683
Normative Commitment	118	4	1	5	3.03	0.076	0.822	0.675
Continuance Commitment	118	4	1	5	3.28	0.073	0.792	0.628
Organisational Commitment	118	3	1	5	3.18	0.063	0.689	0.475

From Table 4.6, the levels of commitment were 3.23 for affective commitment, 3.03 for normative commitment and 3.28 for continuance commitment. These components of organisational commitment (affective, normative and continuance commitment) were measured using 5-point Likert scale, where 5 was strongly agree. Thus the mid-scale for organisational commitment levels was 3. The mean for all three components of organisational commitment was above the mid-scale of 3 (Table 4.6).

The standard deviations were 0.827 for affective commitment, 0.822 for normative commitment and 0.792 for continuance commitment (Table 4.6). These small standard deviations for all three components of organisational commitment reflected consensus on affective, normative and continuance commitment.

Table 4.7: Mean and standard deviation for turnover intention

Variables	N	Range	Minimum	Maximum	Mean	Std Error	Std. Deviation	Variance
Turnover Intention	118	4	1	5	2.49	0.109	1.181	1.395

From Table 4.7, the level of turnover intention was 2.49. Turnover intention was measured with a 5-point Likert scale, with 5 representing very high intentions. Thus the mid-scale for turnover intention levels was 3. The mean for turnover intentions was below this mid-scale of 3 (Table 4.7). The standard deviation of turnover intention was 1.181; ~50% of the mean, reflecting no consensus on turnover intention.

Table 4.8: Correlation amongst elements of job satisfaction

Variables	Job Satisfaction: Pay	Job Satisfaction: Fellow worker	Job Satisfaction: Supervisor	Job Satisfaction: Customer
1. Job Satisfaction: Pay	1	.145	.210*	.163
2. Job satisfaction: Fellow Workers	.145	1	.300**	.083
5. Job Satisfaction: Supervisor	.210*	.300**	1	.193*
6. Job Satisfaction: Customer	.163	.083	.193*	1

*Notes: for the table, n = 118. ** Correlation is significant at 0.01 level (2-tailed), * Correlation is significant at 0.05 level (2-tailed)*

From Table 4.8, only job satisfaction: supervisor was significantly correlated to all facets of job satisfaction. All other facets were not significantly correlated. This implied that the sales employees who were satisfied with supervision were likely to be

satisfied with all other facets of job satisfaction, but for example, if a sales employee was satisfied with pay, it did not mean that s/he was satisfied with all other facets of job satisfaction.

Table 4.9: Correlations amongst components of organisational commitment

Variables	Affective Commitment	Normative Commitment	Continuance Commitment
1. Affective Commitment	1	.758**	.486**
2. Normative Commitment	.758**	1	.477**
3. Continuance Commitment	.486**	.477**	1

*Notes: for the table, n = 118. ** Correlation is significant at 0.01 level (2-tailed)*

From Table 4.9, all components of organisational commitment were significantly correlated to each other, thus implying that if a sales employee from Company X was affectively committed to the company, s/he was likely to be normative and continuance committed. However, the strongest correlation was between affective and normative commitment, inferring that affective commitment could be measuring the same variable as normative commitment.

Table 4.10: Correlation between elements of job satisfaction and components of organisational commitment

Variables	Affective Commitment	Normative Commitment	Continuance Commitment
1. Job Satisfaction: Pay	.472**	.407**	.239**
2. Job satisfaction: Fellow Worker	.398**	.249**	.237**
5. Job Satisfaction: Supervisor	.469**	.346**	.252**
6. Job Satisfaction: Customer	.325**	.305**	.094

*Notes: for the table, n = 118. ** Correlation is significant at 0.01 level (2-tailed)*

From Table 4.10, the correlation between job satisfaction: customer and continuance commitment was positively correlated but statistically insignificant (p-value >0.05), whereas all other correlations amongst the variables were positive and statistically significant (p-value <0.01). Job satisfaction: pay correlated more positively to the components of organisational commitment compared to the other three facets of job satisfaction followed by job satisfaction: supervisor. Job satisfaction: customer had the lowest correlation with the components of organisational commitment. However,

job satisfaction: customer had a high correlation with normative commitment compared to job satisfaction: fellow workers.

Table 4.11: Correlation between job satisfaction and components of organisational commitment

Variables	Affective Commitment	Normative Commitment	Continuance Commitment
1. Job Satisfaction	.293**	.193*	.143

Notes: for the table, n = 118. ** Correlation is significant at 0.01 level (2-tailed), * Correlation is significant at 0.05 (2-tailed)

From Table 4.11, affective commitment (p-value <0.01) and normative commitment (p-value <0.05) had positive and statistically significant correlations with job satisfaction, whereas continuance commitment (p-value >0.05) had a positive but statistically insignificant correlation with job satisfaction. Of the two components of organisational commitment that had a significant correlation with job satisfaction, affective commitment correlated more positively with job satisfaction.

Table 4.12: Correlation between elements of job satisfaction and turnover intention

Variables	Job Satisfaction: Pay	Job Satisfaction: Fellow worker	Job Satisfaction: Supervisor	Job Satisfaction: Customer
1. Turnover Intention	-.248**	-.291**	-.527**	-.116

Notes: for the table, n = 118. ** Correlation is significant at 0.01 level (2-tailed)

From Table 4.12, job satisfaction: pay, job satisfaction: fellow worker and job satisfaction: supervisor had negative and statistically significant correlations with turnover intention (p-value <0.01), whereas job satisfaction: customer had a negative but statistically insignificant correlation with turnover intention. Of the three facets of job satisfaction that had significant correlations with turnover intention, job satisfaction: supervisor correlated more negatively with turnover intention.

Table 4.13: Correlation between components of organisational commitment and turnover intention

Variables	Affective Commitment	Normative Commitment	Continuance Commitment
1. Turnover Intention	-.677**	-.584**	-.437**

Notes: for the table, n = 118. ** Correlation is significant at 0.01 level (2-tailed)

From Table 4.13, all three components of organisational commitment (affective, normative and continuance commitment) had negative and statistically significant correlations with turnover intention (p-value <0.01). Of the three components, affective commitment correlated more negatively with turnover intention compared to the other two components.

Table 4.14: Correlation between job satisfaction, organisational commitment and turnover intention

Variables	Job Satisfaction	Organisational Commitment	Turnover Intention
1. Job Satisfaction	1	.455**	-.520**
2. Organisational Commitment	.455**	1	-.670**
3. Turnover Intention	-.520**	-.670**	1

*Notes: for the table, n = 118. ** Correlation is significant at 0.01 level (2-tailed)*

Table 4.14 displays the correlations between overall job satisfaction, organisational commitment and turnover intention. Job satisfaction was positively and significantly correlated to organisational commitment. Both job satisfaction and organisational commitment were negatively and significantly correlated to turnover intention. Organisational commitment had the highest correlation to turnover intention compared to job satisfaction.

4.3. Regression analysis

A multiple linear regression model was applied in this study. The regression analysis table, Table 4.15, is divided into three sections, viz., Model summary, ANOVA and Coefficients.

The model summary section shows the R-squared (R-squared is the coefficient of determination) and adjusted R-squared which are important for determining the variance in dependent variables caused or explained by the independent variable.

The ANOVA section determines whether or not to reject the null hypothesis. Null hypothesis infers that the model has no explanatory power or simply put, none of the independent variables predict the dependent variable. If the F-test is >0 and the p-value is <0.05 (p-value is in the Sig column), then the null hypothesis is rejected inferring that the regression model is a good fit for the data.

Under the coefficient section, unstandardised coefficients (*B-value*) determine the strength and the direction of the influence (positive or negative) by independent variables on the dependent variable. The t-value and p-value (Sig) determine the probability of the individual (*B*) coefficient occurring by chance.

Table 4.15: Regression analysis between elements of job satisfaction and affective commitment

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.680 ^a	0.462	0.443	0.619		

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.842	4	9.211	24.035	.000 ^b
Residual	42.921	112	0.383		
Total	79.763	116			

Dependent Variable is Affective Commitment
Predictors: Job satisfaction: Fellow Workers, Supervisor, Customer and Pay

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.626	0.454		3.582	0.001
Job Satisfaction: Fellow Worker	0.245	0.07	0.255	3.487	0.001
Job Satisfaction: Supervisor	0.229	0.061	0.282	3.781	0.000
Job Satisfaction: Customer	0.193	0.069	0.199	2.788	0.006
Job Satisfaction: Pay	-0.251	0.053	-0.341	-4.748	0.000

Dependent Variable is Affective Commitment

From Table 4.15, R-squared was 0.462 which indicated 46.2% of the variation in affective commitment was explained by the independent variables (elements of job satisfaction). Therefore the remaining 53.8% was explained by other factor(s) not included in the model. The F-value of 24.035 and p-value of <0.05 inferred that the regression model was a good fit and statistically significant, therefore the null hypothesis was rejected. Job satisfaction: fellow workers (*B-value* = 0.245, t-value = 3.487 and p-value = <0.05), job satisfaction: supervisor (*B-value* = 0.229, t-value = 3.781 and p-value <0.05) and job satisfaction: customer (*B-value* = 0.193, t-value = 2.788 and p-value <0.05) each had a positive and statistically significant influence on affective commitment, whereas job satisfaction: pay had a negative and statistically

significant influence on affective commitment (B -value = -0.251, t -value = -4.748 and p -value <0.05).

Table 4.16: Regression analysis between elements of job satisfaction and normative commitment

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.540 ^a	0.291	0.266	0.705		

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.858	4	5.714	11.496	.000 ^b
Residual	55.675	112	0.497		
Total	78.533	116			

Note: Dependent Variable is Normative Commitment
Predictors: Job satisfaction: Fellow Workers, Supervisor, Customer and Pay

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.125	0.517		4.111	0.000
Job Satisfaction: Fellow Worker	0.112	0.080	0.118	1.406	0.162
Job Satisfaction: Supervisor	0.166	0.069	0.205	2.394	0.018
Job Satisfaction: Customer	0.193	0.079	0.200	2.445	0.016
Job Satisfaction: Pay	-0.232	0.060	-0.318	-3.860	0.000

Dependent Variable is Normative Commitment

From Table 4.16, R-squared was 0.291, therefore 29.1% of the variation in normative commitment was explained by independent variables (elements of job satisfaction) and 70.9% was explained by other factors not included in this model. The F-value of 11.496 and p -value of <0.05 inferred that the regression model was a good fit and statistically significant, therefore the null hypothesis was rejected. Job satisfaction: fellow workers (B -value = 0.112, t -value = 1.406 and p -value <0.05) had a positive but statistically insignificant influence on normative commitment, whereas job satisfaction: supervisor (B -value = 0.116, t -value = 2.394 and p -value <0.05) and job satisfaction: customer (B -value = 0.193, t -value = 2.445 and p -value <0.05) each had a positive and statistically significant influence on normative commitment. Job satisfaction: pay had a negative and statistically significant influence on normative commitment (B -value = -0.318, t -value = -3.860 and p -value <0.05).

Table 4.17: Regression analysis between elements of job satisfaction and continuance commitment

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.349 ^a	0.122	0.091	0.755

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.893	4	2.223	3.895	.005 ^b
Residual	63.925	112	0.571		
Total	72.818	116			

Dependent Variable is Continuance Commitment

Predictors: Job satisfaction: Fellow Workers, Supervisor, Customer and Pay

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.687	0.554		4.851	0.000
Job Satisfaction: Fellow Worker	0.138	0.086	0.151	1.615	0.109
Job Satisfaction: Supervisor	0.128	0.074	0.165	1.730	0.086
Job Satisfaction: Customer	0.014	0.084	0.015	0.162	0.871
Job Satisfaction: Pay	-0.129	0.064	-0.184	-2.005	0.047

Dependent Variable is Continuance Commitment

From Table 4.17, R-squared was 0.122; therefore only 12.2% of the variation in continuance commitment was explained by independent variables (elements of job satisfaction) whereas 87.8% was explained by other factors not included in the model. The F-value of 11.496 and p-value of 0.005 inferred that the regression model was a good fit and statistically significant, therefore the null hypothesis was rejected. Job satisfaction: fellow workers (B -value = 0.151, t -value = 1.615 and p -value >0.05), job satisfaction: supervisor (B -value = 0.165, t -value = 1.730 and p -value >0.05) and job satisfaction: customer (B -value = 0.015, t -value = 0.162 and p -value >0.05) each had a positive but statistically insignificant influence on continuance commitment, whereas job satisfaction: pay had a negative and statistically significant influence on continuance commitment (B -value = -0.184, t -value = -2.005 and p -value <0.05).

Table 4.18: Regression analysis between elements of job satisfaction and turnover intention

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.560 ^a	0.314	0.289	1

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	51.232	4	12.808	12.807	.000 ^b
Residual	112.011	112	1		
Total	163.242	116			

Dependent Variable is Turnover Intention

Predictors: Job satisfaction: Fellow Workers, Supervisor, Customer and Pay

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.594	0.733		6.265	0.000
Job Satisfaction: Fellow Worker	-0.188	0.113	-0.137	-1.662	0.099
Job Satisfaction: Supervisor	-0.533	0.098	-0.459	-5.436	0.000
Job Satisfaction: Customer	0.006	0.112	0.004	0.055	0.956
Job Satisfaction: Pay	0.138	0.085	0.132	1.622	0.108

Dependent Variable is Turnover Intention

From Table 4.18, R-squared was 0.314, therefore 31.4% of the variation in turnover intention was explained by *independent* variables (elements of job satisfaction) and 68.6% was explained by other factors that were not included in the model. The F-ratio of 12.807 and p-value of <0.05 inferred that the regression model was a good fit and statistically significant, therefore the null hypothesis was rejected. Job satisfaction: fellow workers (*B*-value = -0.188, *t*-value = -1.662 and *p*-value >0.05) had a negative but statistically insignificant influence on turnover intention. Job satisfaction: supervisor (*B*-value = -0.533, *t*-value = -5.436 and *p*-value <0.05) had a negative and statistically significant influence on turnover intention, whereas job satisfaction: customer (*B*-value = 0.006, *t*-value = 0.055 and *p*-value >0.05) and job satisfaction: pay (*B*-value = 0.138, *t*-value = 1.622 and *p*-value >0.05) had a positive but statistically insignificant influence on turnover intention.

Table 4.19: Regression analysis between components of organisational commitment and turnover intention

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.693 ^a	0.481	0.467	0.862

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	78.519	3	26.173	35.206	.000 ^b
Residual	84.749	114	0.743		
Total	163.268	117			

Dependent Variable is Turnover Intention

Predictors: Affective, Continuance and Normative Commitment

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.054	0.384		15.752	0.000
Affective Commitment	-0.737	0.152	-0.516	-4.862	0.000
Normative Commitment	-0.194	0.152	-0.135	-1.281	0.203
Continuance Commitment	-0.181	0.117	-0.121	-1.543	0.126

Dependent Variable is Turnover Intention

From Table 4.19, R-squared was 0.481, therefore 48.1% of the variation in turnover intention was explained by independent variables (components of organisational commitment), with 51.9% explained by other factors not included in the model. The F-ratio of 35.206 and p-value of <0.05 inferred that the regression model was a good fit and statistically significant, therefore the null hypothesis was rejected. Affective commitment (*B*-value = -0.737, *t*-value = -4.862 and *p*-value <0.05) had a negative and statistically significant influence on turnover intention, whereas normative commitment (*B*-value = -0.194, *t*-value = -1.281 and *p*-value >0.05) and continuance commitment (*B*-value = -0.181, *t*-value = -1.543 and *p*-value >0.05) had a negative but statistically insignificant influence on turnover intention.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1. Introduction

The purpose of this research was to determine whether there were correlations between job satisfaction, organisational commitment and turnover intention, and to identify the influencing factors of job satisfaction and organisational commitment on turnover intention. Chapter 5 discusses the results presented in Chapter 3 and Chapter 4 in order to answer research questions:

- *Research question 1: Is there a correlation between job satisfaction, organisational commitment and turnover intention?*
- *Research question 2: Is there an influence of job satisfaction on organisational commitment?*
- *Research question 3: Is there an influence of job satisfaction and organisational commitment on turnover intention?*

However, to fully answer the above research questions, the levels of job satisfaction, organisational commitment and turnover intention of the respondents had to be determined. This provided insight into the current levels of the variables and could be used to predict the intent of the respondents to remain or leave Company X.

From the results on Chapter 3, only 118 respondents out of a total of 249 completed the online questionnaire, of which 107 respondents answered all the questions. Most respondents were males (73.5%) and there were 26.5% female respondents. Most (54.7%) respondents held a National Diploma and were aged between 25-35 years (54.7%). Most (46.2%) respondents were employed for <5 years (Chapter 4, Table 4.1). Based on these results, it can be concluded that most sales employees at Company X who participated in the study were young, males, and employed for <5 years. Age, gender, education and tenure have been theorised and empirically shown to be predictors for job satisfaction and/or turnover including intention to leave.

5.2. Research findings and discussion

5.2.1. The levels of job satisfaction

Based on a 5-point Likert scale with responses ranging from strongly disagree (1) to strongly agree (5), the overall level of job satisfaction was 3.64 (SD = 0.481) (Chapter 4, Table 4.5); therefore sales employees were satisfied with their jobs. The sales employees were very satisfied with fellow workers, mean of 4.01 (SD = 0.863). This inferred that sales employees were satisfied with fellow workers and may communicate easily with colleagues, who they likely relate to, interact with and trust.

Satisfaction with customer was the second facet of job satisfaction that sales employees were satisfied with (mean = 3.59; SD = 0.853). Sales employees were generally satisfied with customers. This could be attributed to their perception of customers as friendly and trust worthy individuals who are easy to deal with, or it could be due to a philosophy that they had no option but to be satisfied with their customers to maintain their jobs.

Sales employees were least satisfied with supervision, mean of 3.46 (SD = 1.021), although this level of satisfaction was within the “agree” range of the Likert scale. The high standard deviation on satisfaction with supervision reflected a lack of consensus amongst sales employees on supervision. Some sales employees may feel that the supervisor had no personal interest, or did not give them recognition for jobs well done. Because the results of this study mostly showed satisfaction with supervisor, there was organisational commitment. However, with the variance due to some employees’ dissatisfaction with supervision, it was likely that there would be some turnover intention. This was consistent with the findings of other studies (Mbah et al., 2012: 286; Chughtai et al., 2006: 57) concluding that the higher the satisfaction with supervision, the lower the level of employee turnover intention. Satisfaction with immediate supervisor was positively linked to commitment. Supervisors represented the organisation; therefore if employees were satisfied with their supervisors, they were likely to be committed to the organisation.

5.2.2. The levels of organisational commitment

Based on a 5-point Likert scale with responses ranging from strongly disagree (1) to strongly agree (5), the overall level of organisational commitment was 3.18 (SD = 0.689) (Chapter 4, Table 4.6). This level of satisfaction was close to neutral reflecting

that sales employees were only slightly committed to the organisation which could result in turnover intentions. Sales employees were more continually committed, mean of 3.28 (SD = 0.792). This suggested that those continually committed sales employees were more obliged to remain with the organisation based on their perceived cost associated with leaving. This commitment had no emotions attached but was purely based on perceived costs, and it was therefore likely that job satisfaction of sales employees had no influence on continuance commitment.

Affective commitment, mean of 3.23 (SD = 0.827), was the second component of organisational commitment of the sales employees. This was expected since sales employees were satisfied with all elements of job satisfaction. Furthermore, this suggested that those sales employees who were affectively committed had a sense of belonging and were therefore attached to the organisation. This was in agreement with Aydogdu et al., (2011) who reported that affective commitment referred to feelings of belonging and a sense of attachment to an organisation and was related to personal characteristics, organisational structure and work experiences, e.g., pay, supervision, role clarity and skill variety.

Sales employees were least normatively committed, mean of 3.03 (SD = 0.822). This was almost neutral on the Likert scale and suggested that sales employees were indifferent on moral obligations, loyalty or commitment. Therefore normative commitment would not influence sales employees' decisions on remaining or leaving the organisation.

5.2.3. The levels of turnover intention

Turnover intention was measured with a 5-point Likert scale ranging from no chance (1) to very high (5). The overall level of turnover intention was 2.49 (SD = 1.181), (Chapter 4, Table 4.7). Thus there was a low probability that the sales employees considered leaving the organisation. It was likely that this turnover intention of sales employees was derived from some dissatisfaction with some of the elements of job satisfaction or because sales employees were not organisationally committed, which was also influenced by dissatisfaction with the elements of job satisfaction as job satisfaction is an antecedent of organisational commitment.

5.2.4. Is there a correlation between job satisfaction, organisational commitment and turnover intention?

5.2.4.1. The overall correlation results (Chapter 4, Table 4.14) indicated that job satisfaction had a significant positive correlation with organisational commitment ($r = 0.455$ and $p\text{-value} < 0.01$). This finding was consistent with previous research on the relationship between job satisfaction and organisational commitment. Previous findings revealed a significant positive relationship between job satisfaction and organisational commitment (Azeem, 2010; Sikorsa-Simmons, 2005; Eslami et al., 2012). From Table 4.11 (correlation analysis between overall job satisfaction and components of organisational commitment), only affective and normative commitment had a statistically significant positive correlation with job satisfaction. This was expected as continuance commitment was more focused on the perceived cost that sales employees believed they would incur upon leaving the organisation, while affective and normative commitment related to emotional attachment. Affective commitment correlated with job satisfaction more than normative commitment. This finding was expected since normative commitment had the lowest level of commitment relative to the other two components and related more to morals, ethics and loyalty than satisfaction. This finding was consistent with the findings of Meyer et al., (2002) and Karim (2008) who concluded that the strongest correlations involving components of organisational commitment with job satisfaction were with affective commitment, consistent with the findings of the present study. On the other hand, the present study found that continuance commitment had an insignificant correlation with job satisfaction. Therefore job satisfaction had no relation (did not correlate) with continuance commitment. Findings by Karim (2008) also concluded that there was no significant correlation between job satisfaction and continuance commitment. Because of this insignificant relationship, continuance commitment will be excluded from the discussion on job satisfaction.

From Table 4.10 (correlation analysis between elements of job satisfaction and components of organisational commitment), there was a positive and significant correlation between all four elements of job satisfaction with affective and normative commitment. The highest correlation was between Job satisfaction: pay and affective commitment, followed by Job satisfaction: supervisor and affective commitment. A correlation between job satisfaction: pay and normative commitment was the third highest correlation. The correlations between other

elements of job satisfaction with affective commitment and normative commitment were significant but not as high as the aforementioned correlations.

- 5.2.4.2. According to correlation results (Table 4.14), job satisfaction had a significant negative correlation with turnover intention ($r = -0.520$ and $p\text{-value} < 0.01$). This was consistent with previous studies (Aydogdu et al., 2011; Tett et al., 1993; Randhawa, 2007; Koh et al., 1995; Walsh, 2011; Chen, 2006; Samad, 2006) concluding that there was a negative correlation between job satisfaction and turnover intention.

From Table 4.12 (correlation analysis between elements of job satisfaction and turnover intention), job satisfaction: fellow workers, job satisfaction: supervisor and job satisfaction: pay had significant negative correlations with turnover intention. Job satisfaction: supervisor correlated more negatively with turnover intention than job satisfaction: fellow workers and job satisfaction: pay. This was in contradiction with the findings by Koh et al., (1995) on the analysis of the factors affecting the turnover intention of non-managerial clerks as satisfaction with supervision and co-workers was reported to have an insignificant influence on turnover intention. Job satisfaction: customer had an insignificant negative correlation with turnover intention. Therefore job satisfaction: customer had no relation (did not correlate) with turnover intention.

- 5.2.4.3. From Table 4.14, organisational commitment had a significant negative correlation with turnover intention ($r = -0.670$ and $p\text{-value} < 0.01$). This correlation was higher than the correlation between job satisfaction and turnover intention. Shore et al., (1989) also found that organisational commitment had a significantly higher correlation than job satisfaction with turnover intention. Supporting these findings, other studies concluded that organisational commitment had a negative correlation with turnover intention (Hussain et al., 2012; Chughtai et al., 2006). Contrary to these findings, another study found that commitment did not correlate more strongly than satisfaction with turnover intentions (Martin & Roodt, 1999).

From Table 4.13 (correlation between components of organisational commitment and turnover intention), all components of organisational commitment had a significant negative correlation with turnover intention. Affective commitment correlated more negatively with turnover intention amongst the components of organisational commitment. Continuance commitment had the least negative correlation with turnover intention. This was consistent with the finding by Meyer

et al., (2002) where affective commitment correlated more strongly with turnover intention than normative and continuance commitment, with continuance commitment showing the least correlation.

Figure 5.1 represents the overall inter correlation results between job satisfaction, organisational commitment and turnover intention. The results are consistent with the theorised model of the study.

5.2.5. Diagrammatic representation of the overall correlations

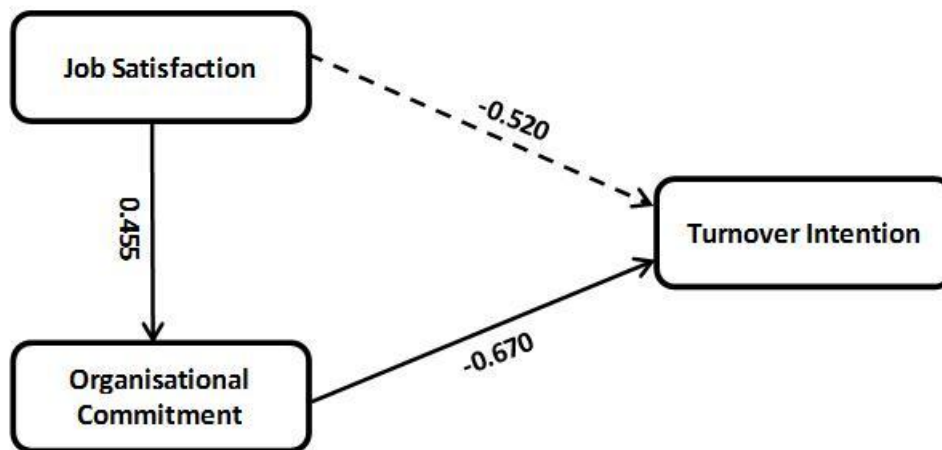


Figure 5.1: Correlation analysis

5.2.6. Is there an influence of job satisfaction on organisational commitment?

5.2.6.1. According to regression analysis results on elements of job satisfaction and affective commitment (Table 4.15), the R-square revealed that 46.2% of the variation on affective commitment was explained by elements of job satisfaction combined. Job satisfaction: fellow workers (B -value = 0.245) had the highest positive and statistically significant influence on affective commitment (p -value <0.01), therefore satisfaction with fellow workers increased the levels of affective commitment. Job satisfaction: supervisor had the second highest positive and statistically significant influence on affective commitment (B -value = 0.229 and p -value <0.001), therefore satisfaction with supervisors also increased levels of affective commitment. Job satisfaction: customer had the lowest positive and statistically significant influence on affective commitment (B -value = 0.193 and p -value <0.01). From Table 4.15, it was evident that of the four elements of job satisfaction, job satisfaction: fellow workers and job satisfaction: supervisor had the greatest power for positively influencing affective commitment, whereas job satisfaction: customer had the least power for positively influencing affective

commitment. These results suggested that these three elements of job satisfaction had the power to positively influence affective commitment of sales employees, which would subsequently reduce levels of turnover intention.

Regression analysis on job satisfaction and normative commitment (Table 4.16) revealed that elements of job satisfaction combined explained 29.1% of the variation on normative commitment. This percentage variation on normative commitment was low relative to the percentage variation explained by elements of job satisfaction on affective commitment (46.2%). Job satisfaction: customer had the highest positive and statistically significant influence on normative influence (B -value = 0.193 and p -value <0.05). Job satisfaction: supervisor had the second highest positive and statistically significant influence on normative commitment (B -value = 0.166 and p -value <0.05). Job satisfaction: fellow worker had a statistically insignificant influence on normative commitment (p -value >0.05), therefore altering values for job satisfaction: fellow worker would not influence normative commitment.

However, job satisfaction: pay had a negative and statistically significant influence on affective (B -value = -0.251 and p -value <0.001), normative (B -value = -0.232 and p -value <0.001) and continuance (B -value = -0.129 and p -value = 0.05) commitment. The negative regression coefficient indicated that job satisfaction: pay had an inverse influence on affective, normative and continuance commitment therefore when satisfaction with pay increased, affective and normative commitment decreased. This finding of an inverse influence of job satisfaction: pay on components of organisational commitment contradicted the theoretical framework of this study as it was expected for job satisfaction: pay to have a positive and statistically significant influence on components of organisational commitment. This finding was also inconsistent with correlation results (Table 4.10) where job satisfaction: pay had a positive and statistically significant correlation with both affective and normative commitment. Also, the finding did not make sense as satisfaction should increase as pay increases, therefore it would be expected that affective and normative commitment would increase.

5.2.7. Is there an influence of job satisfaction and organisational commitment on turnover intention?

- 5.2.7.1. According to regression analysis results on elements of job satisfaction and turnover intention (Table 4.18), R-square indicated that a 41.4% variation on turnover intention was caused by elements of job satisfaction combined. Job satisfaction: supervisor had the highest negative and statistically significant influence on turnover intention (B -value = -0.533 and p -value <0.001), whereas job satisfaction: fellow workers, job satisfaction: customer and job satisfaction: pay had statistically insignificant influences on turnover intention (p -value >0.05), therefore any change in the values of this variable had no influence on turnover intention. These results indicated that, of the four elements of job satisfaction, only job satisfaction: supervisor could predict turnover intention of sales employees.
- 5.2.7.2. Regression analysis results on components of organisational commitment and turnover intention (Table 4.19) indicated that components of organisational commitment combined explained variation of 48.1% of turnover intention. Affective commitment had the highest negative and statistically significant influence on turnover intention (B -value = -0.737 and p -value <0.001), whereas normative and continuance commitment had statistically insignificant influences on turnover intention (a change in values on normative and continuance commitment had no influence on turnover intention). Of the three components of organisational commitment, only affective commitment could predict turnover intention of sales employees. However, this finding was in contradiction with the findings of Aydogdu et al., (2011) who found that all three components of organisational commitment had a negative and statistically significant influence on turnover intention.
- 5.2.7.3. When comparing the variation explained by elements of job satisfaction and components of organisational commitment on turnover intention, regression results indicated that components of organisational commitment explained more variation (48.1%) of turnover intention than elements of job satisfaction (31.4%). This was consistent with the conceptualised research model where job satisfaction had a weaker influence on turnover intention relative to organisational commitment. Therefore organisational commitment had more power on job satisfaction to influence turnover intention.

5.2.8. Diagrammatic representation of regression analysis

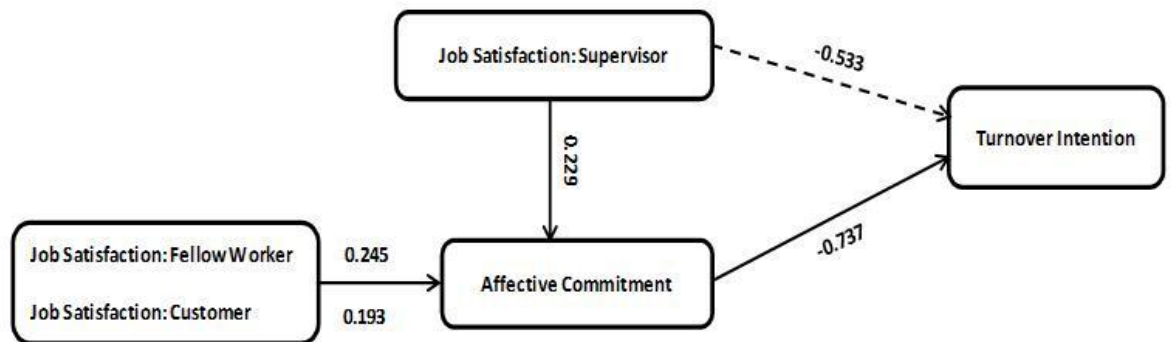


Figure 5.2: Regression analysis

Figure 5.2 summarises the regression findings. Job satisfaction: supervisor had a direct negative influence on turnover intention. Furthermore, job satisfaction: supervisor, job satisfaction: fellow workers and job satisfaction: customer indirectly influenced turnover intention which was mediated by affective commitment. These three elements of job satisfaction had positive and statistically significant influences on affective commitment. Affective commitment had a more powerful influence on turnover intention compared to the direct influence of job satisfaction: supervisor on turnover intention.

5.3. **Conclusion**

According to the findings of the present study, there was moderate satisfaction amongst sales employees; consequently, commitment and turnover intention levels were also moderately low.

This study reported that a correlation existed between job satisfaction, organisational commitment and turnover intention. Job satisfaction correlated positively with organisational commitment (as job satisfaction levels increased, organisational commitment levels increased therefore employees would be more committed to the organisation). Job satisfaction and organisational commitment correlated negatively with turnover intention (as job satisfaction and organisational commitment decreased, turnover intention levels increased therefore sales employees would be more likely to leave the organisation). These findings were consistent with the theoretical framework of the study and other studies (Malik et al., 2011; Salehi et al., 2011; Chatzoglou et al., 2011; Tett et al., 1993; Chen, 2006; Adenguda et al., 2013; Kuma, 2011; Hussain et al., 2012). The correlation between organisational commitment and turnover intention ($r = -0.670$) was stronger than the correlation between job

satisfaction and turnover intention ($r = -0.520$). Therefore organisational commitment was a good predictor of turnover intention.

Regression analysis inferred that job satisfaction had a positive influence on organisational commitment (which was caused by the elements of job satisfaction: fellow workers, supervisor and customer). It can be concluded that any decrease on levels of satisfaction on any of these three elements of job satisfaction would lead to a direct decrease on levels of commitment. The highest variation explained by combined elements of job satisfaction on components of organisational commitment was on affective commitment; therefore it had power over the other two components, viz., normative and continuance commitment to predict turnover intention. Furthermore, job satisfaction and organisational commitment were individually found to negatively and significantly influence turnover intention. However, organisational commitment had more influence on turnover intention relative to job satisfaction.

Job satisfaction: supervisor was the only element of job satisfaction that had a direct negative and statistically significant influence on turnover intention. Any change in values of the other elements of job satisfaction would have an insignificant impact on turnover intention. It can be concluded that if sales employees were dissatisfied with the supervision, their turnover intention level would increase and may ultimately lead to sales employees leaving the organisation, irrespective of whether they were satisfied with the other elements of job satisfaction.

Affective commitment was the only component of organisational commitment that had a negative and statistically significant influence on turnover intention. Therefore normatively and continuance committed sales employees would not influence their turnover intention levels. Affective commitment was positively influenced by job satisfaction: fellow workers, job satisfaction: supervisor and job satisfaction: customer (Figure 5.2). Therefore these elements of job satisfaction had an indirect influence on turnover intention through affective commitment. Based on the variation explained on turnover intention by job satisfaction and organisational commitment and the individual B-value of turnover intention, it can be concluded that a lack of affective commitment would have more power to influence turnover intention than job satisfaction: supervisor.

5.4. Recommendations

Since this study was limited to sales employees at Company X, the findings should be treated with caution and cannot be generalised to other companies selling speciality chemicals in South Africa. The sample size was too small for generalisation. Future research on this topic should increase the number of respondents to enhance accuracy. Also, more companies in the speciality chemical sector should be studied to generate a perspective on the influence of job satisfaction and organisational commitment on turnover intention of sales employees within the sector.

For Company X, this study provides insight of the relation between job satisfaction, organisational commitment and turnover intention of sales employees. The study also investigated the factors theorised to influence turnover intention, as they were expected to have a similar effect on turnover intention of the sales employees. Based on the findings of this study, it is recommended that the HR department of Company X develops a retention strategy to address satisfaction with fellow workers, supervisors and customers. These levels of satisfaction are currently moderately low and have a direct positive influence on commitment. In turn, commitment has a direct negative influence on turnover intention. If the retention strategy only addresses satisfaction with supervisors, it will undermine the influence that satisfaction with fellow workers and customers have on affective commitment, and as a result, the organisation will continue to experience a high turnover of sales employees.

These results demonstrate that affective commitment accounts for the highest variance of turnover intention, and therefore this should be the focus area for the organisation when developing a retention strategy to address the factors influencing affective commitment. However, only 46.2% of the variance on affective commitment was explained by the factors studied, therefore 53.8% was explained by other factors; these other factors require investigation when developing an effective retention strategy. Although turnover of employees cannot be avoided, it can be mitigated, thereby reducing the costs associated with the turnover of sales employees.

5.5. Future research areas

Because this study was only focused on Company X, before the results could be generalised to other organisations who are involved in a similar industry, a further research is required which will involve more companies in this industry. This study only find that 46.2% of the variance on affective commitment was explained by the factors studied and therefore future research should look at the factors that are not in this study but are responsible of causing a variance of 53.8% on affective commitment. Variables such as age, tenure and education should be included in future research as they influence job satisfaction and organisational commitment of young employees.

And lastly, further research is required on the influence that job satisfaction: pay has on components of organisations as this study has found inconclusive results regarding the influence.

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APPENDIX A: QUESTIONNAIRE COVER LETTER

Dear Participant

I am a student at one of South Africa's Universities of Technology studying towards an M.Tech Business Administration.

As part of my studies, I am required to conduct research on any business related topic. I have chosen to do research on employee job satisfaction and organisational commitment.

You have been selected to participate in this research by completing a survey questionnaire. Responses to this questionnaire are anonymous and it should take no longer than 20 minutes to complete.

Participation in this research is voluntarily, and you may withdraw from the research at any time.

By completing and returning this questionnaire you are giving informed consent to participate in the research.

Please give an honest response to all the questions.

I thank you

Regards

Student

APPENDIX B: COPY OF ONLINE SURVEY QUESTIONNAIRE

Survey Questionnaire 2012

Please circle or put an X on the appropriate box (only one circle or X per question)

Demographic Information

1. Gender	Male	Female			
2. Age (In years)	Less than 25	25 - 35	36 - 45	Over 45	
3. Tenure (Length of service at organisation in years)	Less than 5	5 - 10	11 - 20	Over 20	
4. Highest educational qualification	Grade 12	Certificate	National Diploma	Bachelor	Above Bachelor

Please indicate to what extent you agree or disagree with the following statements

where:

1 = *Strongly Disagree*, 2 = *Agree*, 3 = *Neutral*, 4 = *Disagree*, 5 = *Strongly Agree*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. I would be very happy to spend the rest of my career with this organisation.	1	2	3	4	5
6. My work is satisfying.	1	2	3	4	5
7. I was taught to believe in the value of remaining loyal to one organisation.	1	2	3	4	5
8. My fellow workers are pleasant.	1	2	3	4	5
9. I am not afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5
10. There are plenty of good jobs here for those who want to get ahead.	1	2	3	4	5
11. I think that people these days move from company to company too often.	1	2	3	4	5
12. I am really doing something worthwhile in my job.	1	2	3	4	5
13. Right now, staying with my organisation is a matter of necessity as much as desire.	1	2	3	4	5
12. My regional sales manager really tries to get our ideas about things.	1	2	3	4	5
14. I enjoy discussing my organisation with people outside it.	1	2	3	4	5
15. Work gives me a sense of accomplishment.	1	2	3	4	5

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
16. One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5
17. My regional sales manager gives us credit and praise for work well done.	1	2	3	4	5
18. I do not feel "emotionally attached" to this organisation.	1	2	3	4	5
19. My customers are trustworthy.	1	2	3	4	5
20. It would be very hard for me to leave my organisation right now, even if I wanted to.	1	2	3	4	5
21. In my opinion, the pay here is lower than in other companies.	1	2	3	4	5
22. I do not feel a strong sense of belonging to my organisation.	1	2	3	4	5
23. My customers are understanding.	1	2	3	4	5
24. It would not be too costly for me to leave my organisation now.					
25. I do not believe that a person must always be loyal to his or her organisation.	1	2	3	4	5
26. The company has an unfair promotion policy.	1	2	3	4	5
27. I really feel as if this organisation's problems are my own.	1	2	3	4	5
28. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice-another organisation may not match the overall benefits I have here.	1	2	3	4	5

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
29. My regional sales manager has always been fair in dealing with me.	1	2	3	4	5
30. I do not think that wanting to be a "company man" or "company woman" is sensible anymore.	1	2	3	4	5
31. My customers are loyal.	1	2	3	4	5
32. This organisation has a great deal of personal meaning for me.	1	2	3	4	5
33. Things were better in the days when people stayed with one organisation for most of their careers.	1	2	3	4	5
34. Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
35. My opportunities for advancement are limited.	1	2	3	4	5
36. If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.	1	2	3	4	5
37. I think that I could easily become as attached to another organisation as I am to this one.	1	2	3	4	5
38. The people I work with are friendly.	1	2	3	4	5
39. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	1	2	3	4	5
40. Jumping from organisation to organisation does not seem at all unethical to me.	1	2	3	4	5
41. My pay is low in comparison with what others get for similar work in other companies.	1	2	3	4	5
42. I do not feel like part of the family at my organisation.	1	2	3	4	5

How would you rate your chances of resigning your company in the:

1 = No Chance, 2 = Little Chance, 3 = Neutral, 4 = High, 5 = Very High

43. Next 3 months?	1	2	3	4	5
44. Next 6 months?	1	2	3	4	5
45. Sometime within the year?	1	2	3	4	5
46. Sometime within the next 2 years?	1	2	3	4	5

47. How often do you contemplate resigning your job?

1 = Never, 2 = Very Little, 3 = Neutral, 4 = Often, 5 = Very Often

1	2	3	4	5
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48. To what extent are you presently seeking other employment?

1 = Not Seeking, 2 = Very Little, 3 = Neutral, 4 = High, 5 = Very High

1	2	3	4	5
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Thank you