THE ROLE OF SELF-EFFICACY IN EMPLOYEE COMMITMENT

by

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submitted in part fulfillment of the requirements
for the degree of

MASTER OF COMMERCE

In the subject

INDUSTRIAL PSYCHOLOGY

at the

UNIVERSITY OF SOUTH AFRICA

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JULY 2008

ACKNOWLEDGEMENTS

My sincere gratitude is expressed to the following individuals for their support and assistance in making the completion of this dissertation a reality:

- Professor Pierre Joubert my research supervisor, for this guidance, advice, motivation, input, patience and encouragement.

- Lourette Weyers and Lizana Stark editorial specialists, for their assistance with the technical and language editing.

- Charmaine Boshoff, my manager, for her support and guidance.

- Reshigan Govender and the Information Technology team, for enabling the collection of research data

- My family, (Tobie, Bets and Lené) for their encouragement, motivation and endless support throughout this research.

- My Lord and Saviour, without Him none of this would be possible.

DECLARATION

Student number: 3200-075-8

I declare that **THE ROLE OF SELF-EFFICACY IN EMPLOYEE COMMITMENT** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

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SUMMARY

THE ROLE OF SELF-EFFICACY IN EMPLOYEE COMMITMENT

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Committed employees are increasingly becoming a valued asset in organisations. For the purpose of this study employee commitment is viewed as commitment to the organisation as well as employees' commitment to their occupations. The purpose of the research was to determine whether there is a correlation between perceived self-efficacy and employee commitment in a South African sugar manufacturing company. Self-efficacy, a social cognition construct, which refers to a person's self-beliefs in his/her ability to perform specific tasks, has been shown to be a reliable predictor of both motivation and task performance and to influence personal goal setting. Despite this, little attention has been given to its organisational implications. The General Self-Efficacy Questionnaire (GSE), and an Employee Commitment (CM) questionnaire based on the Conversion Model were used as measuring tools.

The results of this study indicate that there is a positive correlation between self-efficacy and employee commitment (Ambassador, Career oriented, Company oriented). Uncommitted employees show a lower level of self-efficacy. The implications of these results are discussed.

Further research from a predictive validity perspective is suggested in order to substantiate the findings and to improve the generalisability thereof.

Key terms:

Self-efficacy, employee commitment, commitment to organisation, commitment to occupation.

CHAPTER 1

SCIENTIFIC OVERVIEW OF THE RESEARCH

1.1 INTRODUCTION

This study deals with the role of self-efficacy in the commitment of employees. In this study employee commitment is conceptualised and operationalised as consisting of commitment to the company worked for and commitment to the occupation, or the work done at the company. The study includes investigating the construct commitment, investigating the impact of self-efficacy on employee commitment and the possible interventions required to enhance perceived self-efficacy. The study was conducted within a South African sugar manufacturing company.

In Chapter 1 the background of and motivation for the research is described. In this regard the problem statement, the aims of the research as well as the paradigm perspective are presented. Thereafter the research design, research method and the chapter divisions are discussed.

Employee commitment, as operationalised by Hofmeyr and Rice (2000), will be used as dependent variable and self-efficacy as the independent variable. The Self-Efficacy Scale developed by Sherer and Maddux (as cited in Coetzee & Cilliers 2001) will be used to indicate generalized self-efficacy beliefs.

1.2 BACKGROUND AND MOTIVATION FOR THE RESEARCH

Employee commitment has become increasingly important in many organisations. The construct 'employee commitment' is however complex and commitment cannot be seen as a single, homogeneous entity, which means the same to all employees. It is multi-faceted and can impact on an organisation in a number of ways. It changes over time as employee circumstances and needs change. Dodd (2002) defines commitment as purely psychological – it is a measure of the extent

to which an employee has formed a strong psychological attachment to an organisation. According to Hofmeyr and Rice (2000), the concept of commitment is four folded, it accounts for an employee's personal involvement in the decision, the attraction of alternative options, the degree of ambivalence – as well as employee satisfaction.

Measuring commitment enables an understanding of why an organisation may be losing satisfied employees whilst keeping the complainers, as well as why an organisation may keep employees despite clearly better offers from competitors.

There is a growing body of evidence that human accomplishments and positive well-being require an optimistic sense of personal efficacy. Self-efficacy refers to the belief in one's capabilities to organise and execute the sources of action required to manage prospective situations (Bandura, 1986). Self-efficacy expectations determine what activities people engage in, how much effort they will expend and how long they will persevere in the face of adversity.

Victor Frankl remarked that human beings are naturally inclined to seek meaning, and that happiness, a much-desired state in modern society, is simply a by-product in the process of attaining meaning in life (Frankl, 1969). Increasingly, research has been conducted into existential meaning, and empirical research strongly supports the association between meaning in life and positive psychology (De Klerk, Boshoff, & van Wyk, 2004; Giesbrecht, 1997; O'Connor & Chamberlain, 1996; Reker & Wong, 1988).

The concept of meaning has been studied in great detail both as a single and composite variable. The key message of the Personal Construction Theory is that the world is 'perceived' by a person in terms of whatever 'meaning' that person applies to it, and the person has the freedom to choose a different 'meaning' of whatever he or she wants (Kelly, 1955). Kelly (1955, p.175) states:

> he is not the victim of the pie, but of his notions of etiquette under which the pie cutting has been subsumed… Man, to the extent that he is able to construe his circumstances, can find for himself freedom from their

> domination... Man can also enslave himself with his own ideas and then win his freedom by reconstruing his life. Ultimately a man sets the measure of his own freedom and his own bondage by the level at which he chooses to establish his convictions.

Self-efficacy is one of the most prominent of these variables. According to Bandura (1994) a strong sense of efficacy enhances human accomplishment and personal well-being in many ways. People with high assurance in their capabilities approach difficult tasks as challenges to be mastered, rather than as threats to be avoided. Such an efficacious outlook fosters intrinsic interest and deep engrossment in activities. Bandura (1994) believes people with high levels of self-efficacy set themselves challenging goals and maintain strong commitment to them. They heighten and sustain their efforts in the face of failure. The recovery of their sense of efficacy after failures or setbacks are quicker and they attribute failure to insufficient effort or deficient knowledge and skills which are acquirable. They approach threatening situations with assurance that they can exercise control over them. Such an efficacious outlook produces personal accomplishments; affect life choices, level of motivation, quality of functioning, resilience to adversity and vulnerability to stress and depression.

Committed employees are one of the greatest assets any company can have. Each year organisations invest substantial amounts of money in training and developing their work force only to see talented and productive employees applying for other jobs, potentially to join the competition. Employee commitment plays a major role in overall business efficiency and profitability. Jamieson and Richards (1996) argue that greater levels of employee commitment lead to organisational benefits such as a continuous flow of improvements, cost and efficiency improvements and active employee participation. Committed employees are believed to enhance an organisation as they feel secure in their jobs, are well trained, feel part of a team and are proud of and enjoy doing their jobs.

Employee commitment also has important implications for recruitment. By examining the key drivers of commitment, organisations can establish a list of

attributes they should be looking for in attempting to recruit or develop a more committed workforce (Jamieson & Richards, 1996).

From a training perspective, the levels of commitment can also be compared after interventions and training to determine whether current training schemes are working. If it is found that self-efficacy impacts on employee commitment, specific and more targeted interventions to improve self-efficacy levels should be implemented.

This research could also be of value at a conceptual theoretical level by developing the construct of commitment into the realm of theoretical models from being purely a mechanistic construct. This investigates Bandura's (1994) suggestion that people with high levels of self-efficacy remain committed to choices such as occupation and employers. At an operational level the value that this study can add is to grow and strengthen the high organisational/ high work commitment segment through training and developing.

The purpose of this study is to investigate the role of self-efficacy in employee commitment. Hofmeyr and Rice (2000) developed an employee commitment model based on an organisational- and a work commitment dimension. The resulting employee quadrant groups can be described as follows:

- High organisational / high work commitment (Ambassador)
- High organisational / low work commitment (Organisation oriented)
- Low organisational / high work commitment (Career Oriented)
- Low organisational / low work commitment (Uncommitted)

1.3 PROBLEM STATEMENT

Looking at the world of work in the 21st century and the challenges it brings, it is clear that not all employees are equally committed to their work and; therefore, managers must be aware of the individual and situational factors that build employee commitment.

One of the major problems confronting early efforts to understand commitment is the belief that commitment is a unitary construct. Research efforts were directed at finding an underlying single term and explanation, despite a variety of conceptualizations and measures that have fundamental differences (Angle & Lawson, 1993). These conceptualisations were derived primarily from either a behavioural or psychological perspective.

Hofmeyr and Rice (2000) provide a relatively new and innovative conceptualisation of the commitment construct. They propose that commitment involves more than habitual behaviour and includes feeling (affect) and thinking (cognition) as well. This perspective uses four dimensions of commitment namely:

- satisfaction,
- involvement or ambivalence in category,
- attractiveness or perception of alternatives, and
- importance.

Given this perspective, commitment can also be viewed as attitudinal loyalty.

According to Bandura (1986) people's beliefs in their efficacy are developed by four main sources of influence. They include mastery experiences, seeing people similar to oneself manage task demands successfully, social persuasion that one has the capabilities to succeed in given activities, and inferences from somatic and emotional states indicative of personal strengths and vulnerabilities. Ordinary realities are strewn with impediments, adversities, setbacks, frustrations and inequities. People must, therefore, have a very strong sense of efficacy to sustain the perseverant effort needed to succeed.

Career choice and development is an example of the power of self-efficacy beliefs to affect the course of life paths through choice related processes. The higher the level of individuals' perceived self-efficacy, the greater the interest in a certain career and the better they prepare themselves for it (Bandura, 1994).

Considering the above, in this dissertation the researcher intends to investigate the relationship between self-efficacy, work-, and company commitment. The outcome of this understanding could inter alia result in the development of programmes that attempt to inspire higher levels of perceived self-efficacy, in order to enhance employee commitment.

The following research questions arise on the basis of the description of the research problem:

- Is there a statistically significant positive relationship between perceived self-efficacy and employee commitment?
- Do commitment levels differ significantly between different demographic groups (age, gender, population group, tenure and household income)?
- What is the predictive nature of self-efficacy on employee commitment?

1.4 AIMS OF THE RESEARCH

The general aim of this research was to investigate the influence of psychological wellbeing (self-efficacy) on work and employee commitment.

1.4.1 Specific Aims

The specific aims are to:

- Determine the correlation between perceived self-efficacy and employee commitment.
- Determine the statistical significance of measured self-efficacy levels between different demographic groups (age, gender, population group, tenure and household income)?
- Investigate the impact of motivational influences on employee commitment.
- Investigate the predictive nature of self-efficacy on employee commitment.
- Formulate recommendations towards more effective organisational behaviour and future research.

The research aims were formulated regarding the potential interrelationship between employee commitment and self-efficacy. The influence of certain demographic variables (age, gender, population group, household income, tenure and highest qualification) on these constructs will also be investigated. Certain motivators (hygiene factors and true motivators) could influence employee commitment.

1.5 PARADIGM RESPECTIVE

According to Mouton and Marais (1994), paradigms refer to the intellectual climate or variety of meta-theoretical values or beliefs and assumptions underlying the theories and models that form the definitive context of the research.

1.6 RELEVANT PSYCHOLOGICAL PARADIGMS

The Positive Psychology paradigm served as an overall perspective in terms of which this research was conducted.

The present research is underpinned by the positive psychology paradigm. This paradigm is defined as the scientific study of ordinary, positive, subjective human strengths, virtues, experience and functioning (Seligman & Csikszentmihalyi, 2000; Sheldon & King, 2001).

The particular paradigm proposes an alternative orientation to a discipline that has focused mainly on the study, classification and treatment of pathology. Increasingly, the focus in the health professions is on developing interests in wellness as well as in illness, in prevention as well as treatment, in healing as well as curing.

Like Frankl (1963), positive psychologists reject the idea that people's goals and values arise solely from basic drives such as hunger and sex, or from defence mechanisms such as sublimation and reaction formation. Human beings choose goals and values that promote higher purposes, such as those of creativity, morality, and spirituality. Yet in contrast to Frankl's theory, today's emerging

positive psychology movement does not assume that survival through psychological adaptation needs to be the ultimate desired direction of human life.

The aim of positive psychology is to understand and enhance those factors that allow individuals, communities, and societies to flourish. Various individual constructs become the study of positive psychology, such as: (1) individual strengths, for example emotional intelligence, locus of control and self-efficacy (Lopez & Snyder, 2003), (2) emotional experiences in the present such as happiness (Seligman & Csikszentmihalyi, 2000), creativity, courage and gratitude (Lopez & Snyder, 2003), (3) constructive cognitions about the future such as hope and optimism (Peterson, 2000; Schneider, 2001) and (4) specific coping approaches such as meaning (Baumeister, 1991, Wong, 1998), positive coping (Somerfield & McCrae, 2000) and spirituality (Richards & Bergin, 2005).

Positive psychology also encompasses the salutogenic (origin of health) paradigm that was developed by Antonovsky (1979). The fortigenic paradigm developed by Strumpfer (1990) extends health psychology and envisages psychological strengths. Wissing and Van Eeden (1997) labelled the scientific study of psychological wellness as psychofortology (the science of psychological strengths). Psychofortology focuses not only on the source of psychological strengths, as implied by the names salutogenesis and fortigenesis, but also on the nature and dynamics, of these strengths.

Wissing (2000) notes that the emergence of the wellness paradigm focuses not only on the understanding and enhancement of psychological well-being and strengths, but also on a more holistic approach to health and wellness. The purpose of wellness is to increase the likelihood of healthier personal growth and to decrease the probability of mental illness, physical illness, or both (Palombi, 1992). The wellness construct is defined as a lifetime process with no definite end or beginning. According to Myers, Sweeney and Witmer (2000), wellness is defined as a way of life orientated toward optimal health and well-being and is manifested by the integration of body, mind and spirit by the individual. This is done in order to live more optimally within the human and natural community.

The tendency to focus on strengths, wellness and health rather than illness and pathology is not restricted only to psychology and is becoming an interdisciplinary domain. Wissing (2000) argues that wellness is construed as the upper end of a continuum of holistic well-being in important life domains, including cognitive, emotional, spiritual, physical, social, occupational and ecological components.

The definitions of psychological well-being/ wellness include constructs such as satisfaction with life (Diener, 2000), peak experiences/ optimal personality functioning (Maslow, 1965, 1971) and such dispositions like; sense of coherence (Antonovsky, 1987), locus of control (Scheepers, 1995), self-efficacy (Bandura, 1982) and hardiness (Kobasa, 1979).

In South Africa, extensive research has been done in the Industrial and Organisational Psychology field, on positive psychology/ psychofortology (Rothmann, 2001; Rothman & Malan, 2003; Strumpfer, 1990, 1995; Viviers & Cilliers, 1999; Wissing & Van Eeden, 2002). The positive psychology domain directs the present study in the sense that the research is done in order to improve or develop interventions to drive retention programs by improving motivation, innovation and productivity. If it is found that self-efficacy is a key issue impacting on employee commitment, specific and more targeted interventions to improve self-efficacy levels should be implemented. The focus is on the optimisation of employees and not on pathology.

Mouton and Marais (1994) states that positivism involves the scientific exploration and objective collection and judgment of facts in order to arrive at a “positive” truth. The present empirical study was conducted within the guidelines provided by the positivistic paradigm. According to Mouton and Marais (1994) positivism includes the practice and culture of experiment, control, objective observation, meticulous recording, and precise definitions of behaviour and statistical analysis of results. It is by means of logical positivism that psychology has adopted the assumption of realism which has characterised the discipline.

1.7 RESEARCH DESIGN

A quantitative survey design with a focus on correlation analysis was used to achieve the research objectives and to test the research hypotheses. In a survey research design, the relationships that occur between two or more variables at one time are examined (Wellman & Kruger, 2001). Survey research is usually a quantitative method that requires standardised information in order to define or describe variables or to study the relationship between variables (Wellman & Kruger, 2001). The survey design was also used to assess interrelationships among variables within the population. According to Wellman and Kruger (2001) this design is ideally suited to the descriptive and predictive functions associated with correlational research. The present research strategy is exploratory and explanatory in the sense that it has the purpose to investigate and describe the correlation between the variables.

1.8 RESEARCH METHOD

The research method consisted of two phases, namely a literature review and an empirical study.

1.8.1 Phase One: Literature Review

The literature review was undertaken to conceptualise employee commitment and perceived self-efficacy as well as to examine the theoretical relevance of the 2 concepts.

1.8.2 Phase Two: Empirical Study

Phase two consisted of the following steps:

Step 1: The Selection of the Research Participants

Stratified sampling methods were used to select employees of the given company to form the sample group in this study. The sample therefore consisted of level

four and higher employees (n=113) at a South African sugar manufacturing company.

Step 2: The Selection of the Measuring Instruments

The measurement instruments consisted of the Conversion Model Questionnaire (Hofmeyr & Rice, 2000) and the GSE (General Self-Efficacy) Questionnaire as developed by Sherer and Maddux (as cited in Coetzee & Cilliers 2001).

To determine the reliability of the measuring instruments Cronbach Alpha coefficients and inter-item correlation coefficients were used. Descriptive statistics were used and the study had as aim to explore whether a relationship between the two variables exist. It is expected that employees who are committed to their work and the organisation they work for, have higher levels of self-efficacy than those who are not committed. The possible influence of demographic variables will also be investigated

Step 3: Data Gathering

The questionnaires were provided electronically to respondents via the Organisation's Intranet. A letter requesting voluntary participation and explaining the rationale for the research, as well as confidentiality undertakings were included. Ethical concerns were also taken into consideration, by adhering to the ethical code specified by the Psychological Society of South Africa (1998). This included ensuring that participation was voluntary, and that anonymity was retained. Feedback on an individual basis was available upon request as a means of empowerment.

Step 4: Data Analysis

Descriptive statistics (means, standard deviations and measures of skewness), were utilised to describe the data. Cronbach Alpha coefficients and inter-item correlation coefficients were computed to assess the reliability of the measuring

instruments. T-tests for independent groups were computed to compare means obtained from different groups on selected biographical variables.

Discriminant analysis was used to investigate the extent of how well self-efficacy statements discriminate between highly and uncommitted employees. The SPSS, version 15 (Statistical Package for the Social Sciences, 2007) programme was used to analyse the data. The Commitment data were analysed by The Customer Equity Company, developers of the Conversion Model.

Step 5: Report and Discussion of the Results of the Empirical Study

After the research hypothesis was tested and the results were reported by means of figures and tables, and interpreted.

Step 6: Conclusions, Limitations and Recommendations

The last step in the empirical study consisted of drawing conclusions based on the research questions that were presented. The limitations of the study were also highlighted. Recommendations for the implementation of results were formulated in terms of the promotion of knowledge within the field of Industrial and Organisational Psychology as well as of future research.

1.9 CHAPTER DIVISION

The chapter divisions of the research study are discussed next.

Chapter 2: Employee commitment

Chapter 2 provides a theoretical overview of commitment. Specific attention was given to the organisational and employee commitment, the history and background, definition, development, research on, and application of these constructs.

Chapter 3: Self-Efficacy

The purpose of Chapter 3 is to provide a theoretical overview of self-efficacy. Specific attention was given to the history and background, definition, development, research on, and application of this construct.

Chapter 4: Empirical Study

This chapter describes the empirical procedure in terms of the sample, measuring instruments, data collection and processing as well as the research hypothesis.

Chapter 5: Results

This chapter encompasses the reporting and interpretation of the results.

Chapter 6: Conclusions, Limitations and Recommendations

Conclusions were drawn regarding the specific aims of the research; the limitations were formulated in terms of the literature and the empirical study and recommendations were offered. These are presented in Chapter 6.

1.10 CHAPTER SUMMARY

In this chapter, the problem statement of and motivation for the research, research aims, paradigm perspectives, research design, research method and the division of chapters were discussed. Chapter 2 and 3 will focus on a literature review and on conceptualising employee commitment and self-efficacy and their relationship.

CHAPTER 2

EMPLOYEE COMMITMENT

2.1 INTRODUCTION

In today's competitive world each employee has to be committed to the organisation's objectives for the organisation to perform at peak levels. Employees have to think and act as entrepreneurs and prove their worth.

Organisational commitment (Meyer & Allen, 1997) has been shown to be an attitude of great importance for organisations, as it refers to the attachment of individuals to an organisation. Commitment leads to several attitudes and behaviours that are beneficial to the organisation, like organisational citizenship behaviour, and reduced absenteeism or turnover (Watson & Papamarcos, 2002).

The new world of work brings new challenges to modern organisations. Changes in every aspect of life - genetics, reality, society, truth and sovereignty (globalization) have deeply challenged our world. One of these challenges involves maintaining employee commitment in the business environment. According to Miner (2003) employees are facing more ambiguity in their daily activities and decreased job security. Employees' needs and expectations changed as they no longer have the assurance of continued employment. The importance of work-life balance, a safe working environment, pleasant working conditions and access to training and development are examples of the change in employees' needs. Demographic trends suggest that the situation might become worse. Research suggests that the age profile of the population as a whole is getting older and young people entering into employment are exhibiting a much more critical attitude towards the traditional notion of work. This is also increasingly becoming the case in the South African work force.

The importance of employee commitment is quite evident if one considers prior research into the relationship between commitment and performance (Lok & Crawford, 1999). Organisations that can successfully foster the commitment of their employees enjoy several distinct competitive advantages. They are able to execute their business strategies more successfully and are more flexible and adaptive to changing market conditions. They have an enhanced reputation in the market place and hence can attract and retain the best talent. They produce superior shareholder value through lower operating costs and higher profits. Their employees demonstrate higher levels of motivation, integrity and loyalty.

According to Edwards (2005) in high commitment organisations, employees deliver value in three distinct ways:

- Persistence – longer tenure, reduced absence, improved punctuality, reduced stress
- Citizenship – more ethical behaviours, spontaneous ambassadorship, more proactive support for others, increased discretionary effort
- Performance – greater productivity, enhanced customer service, improved quality, higher outputs.

2.2 HISTORY OF COMMITMENT

Work and employee commitment was being researched as early as the 1950s in terms of a single and a multidimensional perspective (Suliman & Iles, 2000). The most prominent single-dimensional approach to employee commitment is the attitudinal approach of Mowday, Steers and Porter (1979), which views commitment largely as an employee attitude or a set of behavioral intentions.

Becker's theory (as cited in Powell & Meyer, 2004), also known as the side-bet theory, has also been widely used to explain commitment from a behavioral perspective. He describes side-bets as consequences to other interests and activities that result from a particular line of action. In life's routines, individuals stake value on continuing a consistent line of behavior. Together, this line of

action may come to represent a series of side-bets that an individual is unwilling to lose (Powell & Meyer, 2004). According to Suliman and Iles (2000) the most popular multi-dimensional approach to organisational commitment is that of Meyer and Allen who in 1991, basing their argument on Becker's theory, introduced the dimension of continuance commitment to the already existing dimension of affective commitment. They later added a third, normative commitment component.

Exchange theory has permeated the literature on commitment and represents a widely used variation of the behavioral approach to the determination of commitment. According to exchange theory, an employee who perceives a favorable exchange and greater rewards is more likely to be a committed employee (Emerson, 1976). In research on attitudes towards work, organisational commitment has been shown in factor analytic studies to be distinguishable from job satisfaction, job involvement, career resilience, occupational commitment, turnover intention and the Protestant work ethic (Meyer & Allen, 1997; Mueller, Wallace, & Price; 1992). Thus an employee may not experience job satisfaction or high job involvement and yet be satisfied with the organisation and therefore continue working for it.

The behavioral perspective on commitment, as defined by Johnson (as cited in Powell & Meyer, 2004, p.138), imply "those consequences of the initial pursuit of a line of action which constrain the actor to continue that line of action". This perspective differs from Mowday, Steers, and Porter (1979), who refers to these commitment-related behaviors as representing "sunk costs where individuals forgo alternative courses".

Meyer and Allen (1991) proposed that organisational commitment is a psychological state linking employees to the organisation, which is multifaceted in both, form (affective, continuance, normative) and focus (organisational, work team, top management team leader).

In contrast to the behavioral approach, the psychological interpretation describes commitment as a more active and positive orientation (Morris & Sherman, 1981),

and stresses bonding, linkage, and attachment. Kanter (1968, p.96) in her study of how commitment develops in communities in Utopia, defines commitment as "the process through which individual interests become attached to the carrying out of socially organised patterns of behavior which are seen as fulfilling those interests, as expressing the nature and needs of the person". The most commonly used organisational application of the psychological framework, developed by Porter, Crampton and Smith (1976) defines employee commitment as "the relative strength of an individual's identification with, and involvement in a particular organisation". In accordance with this definition, organisational commitment has three major components: a strong belief in, and acceptance of the organisation's goals, a willingness to exert considerable effort on behalf of the organisation, and a definite desire to maintain organisational membership (Porter, Steers, Mowday & Boulian, 1974). The lack of consensus about what commitment is and the resulting measurement of different constructs have made it difficult to generalize findings and to develop a clear understanding of the processes that precipitate work or employee commitment. Researchers have also realised that although neither the behavioral nor the psychological perspective is wrong in its identification of commitment factors, both are incomplete.

There has been no indication in the literature of how the various types of commitment impact on one another, or whether there is one single most important type of commitment which managers need to focus on to improve organisational effectiveness. A number of theorists and researchers have begun to distinguish among foci and bases of commitment. Foci refer to the individuals and groups to whom an employee is attached, while bases of commitment are the motives engendering attachment (O'Reilly & Chatman, 1986). For the sake of this research the focus will be on employee commitment as a whole, and the impact, if any, self-efficacy has on employee commitment.

2.3 CONVERSION MODEL

In the industrial era, employee satisfaction was not considered important to the success of business, but this notion has now gained almost universal acceptance.

Employee satisfaction is indeed important to business success, but if it were the only factor, satisfied employees would never leave the company, while dissatisfied employees would always do so. The theory of commitment was developed to answer questions such as why satisfied employees leave, and dissatisfied employees stay (Hofmeyr & Rice, 2000). Commitment often occurs in situations where personal needs and values are being violated. The Conversion Model (Hofmeyr & Rice, 2000) has four aims, namely to identify what drives commitment in employees, to determine what makes employees highly committed and to drive retention programs by improving motivation, innovation and productivity. The fourfold classification gives rise to the Employee Commitment Matrix. This is reflected in Figure1.

COMMITMENT TO TYPE OF WORK HIGH	**Career Oriented** • Employees more focused on their career development. • They may be highly productive, but also at risk of being head-hunted. Managers should explore ways to increase company commitment.	**Ambassador** • Employees who speak well of the Company and are enthusiastic about their work. These employees are assets and Managers should use them and their Departments as models for others.
COMMITMENT TO TYPE OF WORK LOW	**Uncommitted** • Employees who are not enthusiastic about their work or the Company they work for. • In the extreme, uncommitted employees can cause dissent in the workplace. Managers should find and fix issues resulting in low commitment.	**Company Oriented** • Employees promote the Company but are dissatisfied with or don't care about the work they're doing. • This may impact on their performance. These employees may be happier and more committed in another position.
	LOW COMMITMENT TO THE COMPANY	**HIGH COMMITMENT TO THE COMPANY**

Figure 1. Employee commitment matrix (Jamieson & Richards, 1996)

2.4 DEFINITION OF WORK AND COMPANY COMMITMENT

Company Commitment has been defined in many ways. Mowday, Porter and Steers (1982) defined organisational commitment as an individual's identification with and involvement in a particular organisation, that can be characterised by a strong belief in and acceptance of the organisation's goals and values. Committed employees demonstrate a willingness to exert considerable effort on behalf of the organisation, and exhibit a strong desire to maintain membership in the company (Mowday, et al; 1982).

Meyer and Allen (1991) defined organisational commitment as reflecting three broad themes: affective, continuance, and normative. Thus commitment is viewed as reflecting an affective orientation toward the organisation, recognition of the costs associated with leaving the organisation, and a moral obligation to remain with the organisation.

Affective commitment refers to an employee's emotional attachment to an organisation (Meyer & Allen, 1991). Employees with strong affective commitment to an organisation are committed because they share values with the organisation and its members (Meyer, Allen & Smith 1993; Somers & Birnbaum, 1998). A number of studies have supported a link between affective commitment and organisational citizenship behaviors (Mathieu & Zajac, 1990; Meyer et al., 1993). In fact, previous research shows that of all three organisational commitment facets, affective commitment is the most strongly related to organisational citizenship (Meyer et al., 1993).

Continuance commitment refers to an employee's awareness of the costs of leaving an organisation (Meyer & Allen, 1991). It is based on Becker's notion of "side bets" that result in increased hidden costs in an organisation where employees may feel the need to remain in their job because of financial obligations, health benefits, and pensions (Somers & Birnbaum, 1998). Previous research on continuance commitment has revealed no relationship or a negative relationship with on-the-job behaviours. For instance, some studies found continuance commitment to have no significant relationship with

organisational citizenship behaviors while other studies (e.g., Mathieu & Zajac, 1990) have reported a negative relationship. Unlike employees high on affective commitment, which are less sensitive to cues that potentially limit extra-role behavior, individuals high on continuance commitment tend to be more sensitive to conditions that define what is expected of them (Meyer & Herscovitch, 2001). Consequently, they may exhibit fewer citizenship behaviors because they are pursuing activities to avoid costs rather than realize individual or organisational gains (Brown 1996; Meyer & Herscovitch, 2001). This may be particularly true of employees who have been socialized, in part, by professional norms (Brown, 1996).

Normative commitment refers to an employee's sense of obligation to an organisation. Employees high in normative commitment believe they should stay with an organisation out of moral obligation, even if they do not want or need to stay (Meyer & Allen, 1991). For instance, an employee may feel that she has made an implicit promise to stay through a new product launch. Yet, the employee may not enjoy the organisation (and co-workers) and feel no emotional attachment. Previous research suggests that normative commitment is positively related to both affective commitment and to various on-the-job behaviors, including organisational citizenship behaviors (Meyer, Allen & Smith, 1993; Somers & Birnbaum, 1998).

Subsequently, many definitions have been proposed for the commitment concept, but a recurring strand seems to be the idea of a psychological bond - an intrinsic attachment or identification of a person with something outside of oneself (Firestone & Pennell, 1993).

Chow (1994) defined company commitment as the degree to which employees identify with their organisation and the managerial goals, and show a willingness to invest effort, participate in decision-making and internalise organisational values. Organisational commitment is also defined as the extent to which an individual identifies with an organisation and is committed to its goals (Kreitner & Kinicki, 1995). According to Meyer and Herscovitch (2001) organisational commitment can be conceived as a binding force that is experienced as a mind-

set or as a psychological state that leads an individual toward a particular course of action, while according to Zangaro (2001), employees are regarded as committed to an organisation if they willingly continue their association with the organisation and devote considerable effort to achieving organisational goals. Meyer and Allen (1991) noted that common to the various definitions of organisational commitment is the view that commitment is a psychological state that (a) characterises the employee's relationship with the organisation, and (b) has implications for the decision to continue membership in the organisation. Thus, regardless of the definition, "committed" employees are more likely to remain with the organisation than are uncommitted employees.

There are also various entities within the world of work to which employees might become committed, including the organisation, job, profession/ occupation, manager/ supervisor, team and union. According to Reichers (cited in Meyer & Allen, 1997) organisational commitment can best be understood as a collection of multiple commitments.

The current research focuses on measuring organisational commitment as the entity of commitment. Several authors have suggested that commitment is different from motivation or general attitudes (Brown, 1996; Scholl, 1981); they established that commitment influences behavior independently of other motives and attitudes and, in fact, might lead to persistence in a course of action even in the face of conflicting motives or attitudes.

2.5 PROFESSIONAL COMMITMENT

Increasingly, researchers have also begun to examine occupational and professional commitment (Blau, 1989; Meyer et al., 1993; Vandenberg & Scarpello, 1994; Wallace, 1995). Both types of commitment are conceptualized similarly in that they involve groups of people across employing organisations who have mastery over specific occupational tasks (Blau, 1989). However, knowledge workers who exhibit strong levels of autonomy, expertise, and self-regulation are viewed as professionals (Blau, 1989). In short, professionals are perceived as a subset of occupational communities (Wallace, 1995).

The limited research on occupational and professional commitment suggests that it is related to a number of on-the-job behaviors. Meyer, et al. (1993) found that aspects of occupational commitment were positively related to organisational citizenship behaviors and negatively related to tardiness. Similarly, a number of studies involving accountants (Aranya & Ferris, 1983; Kline, 1998; Miceli & Mulvy, 2000) and other professionals have shown a positive relationship between occupational and professional commitment and various performance and citizenship measures. Professional commitment is likely to be positively related to self-efficacy because employees perceive extra-role activities like peer mentoring as an effort to build or extend the profession and themselves.

2.6 CHAPTER SUMMARY

In this chapter the researcher reflected on the history of commitment. Occupational and organisational commitment was defined and the construct of employee commitment was conceptualised. From the literature, employee commitment can be seen from a behavioural as well as a psychological perspective. For the purpose of this study the focus is on employee commitment as a two-dimensional construct. Commitment to the organisation, as well as commitment to the type of work will be investigated, as well as the impact that self-efficacy has on commitment.

In Chapter 3 self-efficacy will be discussed, with specific reference to the source thereof and the implications it holds for organisations.

CHAPTER 3

SELF-EFFICACY

3.1 INTRODUCTION

Perceived self-efficacy is defined as people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives (Bandura, 1994). The construct of self-efficacy represents one core aspect of Bandura's social-cognitive theory (Bandura, 1994). Bandura (1994) postulates that these expectations determine whether or not a certain behaviour or performance will be attempted, the amount of effort the individual will contribute to the behaviour, and how long the behaviour will be sustained when obstacles are encountered. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce these diverse effects through four major processes, namely cognitive, motivational, affective and selection processes.

Personal well-being and human accomplishment are enhanced by a strong sense of efficacy in many ways. People with high assurance in their capabilities approach difficult tasks as challenges to be mastered rather than as threats to be avoided (Bandura, 1994). It can be regarded as an optimistic and self-confident view of one's capability to deal with certain life stressors. Such an efficacious outlook fosters intrinsic interest and deep engrossment in activities. People, with high self-efficacy set themselves challenging goals and maintain strong commitment to them while they also heighten and sustain their efforts in the face of failure. After failures, they quickly recover their sense of efficacy. They attribute failure to insufficient effort or deficient knowledge and skills which are acquirable, therefore approaching threatening situations with assurance that they can exercise control over them.

In contrast, when individuals doubt their capabilities, they shy away from difficult tasks which they view as personal threats. They easily fall victim to stress and

depression. In terms of feeling, a low sense of self-efficacy is associated with depression, anxiety and helplessness. Persons with low self-efficacy also tend to have low self-esteem, and they harbour pessimistic thoughts about their accomplishments and personal development according to Schwarzer (1992).

3.2 SELF-EFFICACY AND OTHER TYPES OF SELF-BELIEFS

3.2.1 Expectancy Related Construct

Concepts such as self-concept, self-esteem, outcome expectations and locus of control are often confused with self-efficacy. Although these terms are often mistakenly used interchangeably, they represent quite distinct constructs.

3.2.1.1 Self-Concept

Self-concept refers to a generalized self-assessment incorporating a variety of self-reactions and beliefs such as feelings of self-worth and general beliefs of competence. In contrast, self-efficacy beliefs are context-specific judgements of personal capability to organise and execute a course of action to attain a set goal. Self-efficacy focuses more specifically on the tasks or activities that an individual feels capable of performing, rather than a more global assessment of ”how good you are at something” as provided in assessments of self-concept (Zimmerman & Cleary, 2006).

3.2.1.2 Self Esteem

Self-esteem can be defined as a type of belief involving judgements of self-worth. It is an *affective* reaction indicating how a person feels about him/herself. Self-efficacy perceptions, involves *cognitive* judgements of personal capability (Pintrich & Schunk, 2002). Bandura (1997) argues that perceptions of worth or self-esteem may develop from a person’s global self-perception (self-concept), as well as from a variety of other sources, such as altruism and empathy.

3.2.1.3 Outcome Expectations

Research (Schunk & Miller, 2002) shows that self-efficacy beliefs are usually better predictors of behaviour than outcome expectations. Outcome expectations refer to general behaviour in terms of certain situations. These outcome expectations are distinctive and important for understanding behaviour (Bandura, 1997) but self-efficacy beliefs accounts for a bigger part.

3.2.1.4 Perceived Control

The construct of perceived control comes from earlier research on locus of control (Rotter, as cited in Zimmerman & Cleary, 2006), and is concerned with general expectancies, that outcomes are controlled by either one's behaviour or by external events. This dualistic view of control suggests that an internal locus of control promotes self-directed behaviour, whereas external locus of control inhibits one's self-directed abilities.

Self-efficacious individuals and those with an internal locus of control will exhibit more self-directed behaviour than will low self-efficacious individuals or those with an external locus of control.

3.3 SPECIFIC AND GENERAL SELF-EFFICACY

Gardner and Pierce (1998) and Judge, Locke, Durham, and Kluger (1998) state that self-efficacy can be viewed from both a specific and a general angle. An example of a specific angle would be task-specific self-efficacy, which can be seen as an expectation or judgement about the likelihood that a task will be successfully performed. It is a powerful motivator of behaviour, as efficacy expectations determine the initial decision to perform a task, the effort that gets expended and the level of persistence that emerges in the face of adversity. Self-efficacy can also be viewed as a general, stable cognition or trait that individuals hold with them that reflects the expectation that they possess the ability to perform a task successfully in a variety of situations, according to Eden and Zuk (1995).

According to Gardner and Pierce (1998), self-efficacy gradually emerges through the experiences that the individual accumulates. Frequent situation-specific experiences of personal success across time and situations give rise to generalised self-efficacy. Judge et al. (1998) state that it could be expected that generalised self-efficacy would load on the same factor as self-esteem, because self-efficacy and self-worth are the core components of self-esteem. Repeated success at a specific task, the accumulation of successful experiences across a variety of tasks and positive feedback from the work environment are likely to lead to higher generalised self-efficacy. Self-efficacy can impede or enhance motivation. People with high self-efficacy choose to repeatedly perform more challenging tasks (Bandura, 1997).

General self-efficacy has been hypothesized to be a strong determinant of specific self-efficacy (Eden, 1988). Sadri and Robertson (1993) argue that enhanced task performance is the major consequence of high levels of specific self-efficacy perceptions. Although research on the possible effects of self-efficacy on employee attitude and commitment is limited, it seems plausible that the higher one's level of self-efficacy in some task, the higher one's positive affect associated with it (Lee & Bobko, 1994; Schwoerer & May, 1996). Wood and Bandura (1989) suggested that inefficacious thoughts could cause stress and depression, which could lead to reduced levels of satisfaction. According to Bandura (1989) employees with a low level of self-efficacy shy away from difficult tasks, doubt their own capability and are not very committed to the goals and aspirations they set for themselves.

Bandura (1977a) suggested that efficacy expectations also influence the choice of the environment. For example, if all other factors are being controlled, an employee with high self-efficacy might choose to apply for an advertised vacancy that offers more challenge and pay, while an employee with low self-efficacy might choose to remain in a dead-end position (Gist, 1987).

3.4 SOURCES OF SELF-EFFICACY

Bandura (1977) identifies four ways in which self-efficacy is learned and self-efficacy expectations are acquired, mastery experiences, vicarious experiences, social persuasion and physical/ affective status.

3.4.1 Mastery Experience

The most effective way of creating a strong sense of self-efficacy is through mastery experiences. Enactive mastery, defined as repeated performance accomplishments (Bandura, 1982) has been shown to enhance self-efficacy more than the other kinds of cues. The manner in which accomplishments are received has an influence on an individual's self-efficacy expectations and actions. Successes build a strong belief in one's personal efficacy, while failures undermine it. Further, while positive mastery experiences increase self-efficacy, negative ones (failures) tend to decrease self-efficacy according to Gist (1987).

When people experience only easy successes, they come to expect quick results. Failure discourages them; therefore some setbacks serve a useful purpose in teaching that success usually requires sustained effort. Once individuals' become convinced they "have what it takes", they persevere and quickly rebound from setbacks or failures. This builds self-efficacy and they emerge stronger from setbacks.

3.4.2 Vicarious Experiences

Beliefs are often acquired through observation and interpretation. In observing the modelling behaviours of others, the learner is able to reflect on past experiences with such behaviour and make meaning of its relevance in a new situation (Bandura, 1977). The impact of modelling on perceived self-efficacy is strongly influenced by perceived similarity to the models. Modelling is more effective when the models succeed after overcoming difficulty than when they exhibit initially facile performances (Bandura, Adams, Hardy & Howells, 1980). Through their behaviour and expressed ways of thinking, competent models transmit knowledge

and teach observers effective skills and strategies for managing environmental demands. Its effects also are enhanced when the modelled behaviour produces clear results or consequences and when there is similarity between the subject and the model in terms of age, capability, and other personal characteristics (Bandura, 1977a).

Self-modelling is a special type of vicarious experience often involving videotaped feedback in which the individual's mistakes are edited out. This promotes the idea of perfection as the individual can see herself/ himself performing the task correctly. Gonzales and Dowrick (as cited in Gist, 1987) confirmed that self-modelling led to improved performance by enhancing self-belief.

3.4.3 Social Persuasion

People's beliefs about self are influenced by the messages conveyed by others. Encouragement supports self-efficacy, criticism hampers it. Verbal persuasion is believed to influence efficacy perceptions in some situations, but it is viewed as less effective than modelling or enactive mastery (Bandura, 1982). People, who are verbally persuaded that they possess the skills and capabilities to master a given activity, are likely to show more determination and sustain it. Verbal persuasion, promote people to develop skills and lead them to try harder to succeed. According to Bandura (1977a), individuals who have been persuaded that they lack capabilities, tend to avoid challenging activities that cultivate potential and give up quickly in the face of adversity.

3.4.4 Physical/ Affective Status

Stress and anxiety have a negative effect on self-efficacy. Bandura and Adams (1977) found that in anxiety-producing situations, modelling yielded higher self-efficacy and performance than psychological desensitisation. Some people interpret their stress reaction and tension as signs of vulnerability to poor performance. Bandura (1977a) states that mood also affects people's judgements of their personal efficacy. By reducing stress reactions and altering people's

negative emotional proclivities of their physical state, self-efficacy beliefs can be modified.

3.5 SELF-EFFICACY AND PERFORMANCE

Many studies have reported significant correlations between self-efficacy and subsequent task performance (Bandura, 1982; Bandura & Adams, 1977; Bandura, Adams & Beyer, 1977; Chambliss & Murray, 1979; Feltz, 1982; Locke, Frederick, Lee & Bobko, 1984). Efficacy perceptions still predict subsequent performance, even in studies where efficacy perceptions have been altered. Bandura (1977a) notes that although active mastery yields the greatest increase in self-efficacy, correlations between self-efficacy and performance remain high for non-enactive modes such as modelling.

Several studies have found self-efficacy to be a better predictor of subsequent performances than past behaviour (Bandura, 1977a; Bandura, 1982; Bandura & Adams, 1977; Bandura et al., 1977; Bandura et al., 1980; Chambliss & Murray, 1979). However, other studies contradicted this, for example Gist (1987). Studies conducted by Feltz (1982) provided some evidence that as experience with a task increases, past performance becomes more predictive than self-efficacy. It needs to be noted that Feltz's study involved a task in which subjects were unable to observe their performance and no feedback was provided (Gist, 1987). Under these circumstances self-efficacy may have lacked veridicality. Locke et al. (1984) found that when past performance was controlled, self-efficacy was a significant predictor of subsequent performance. The correlation between self-efficacy and past performance was however higher, than the correlation between self-efficacy and future performance.

3.6 RELATION OF SELF-EFFICACY TO MOTIVATION

Bandura (1997) and Schunk (1995) confirm the contention that efficacy beliefs mediate the effect of skills or other self-beliefs on subsequent performance attainments. Researchers have also demonstrated that self-efficacy beliefs

influence these attainments by influencing effort, persistence and perseverance (Bandura & Schunk, 1981; Bouffard-Bouchard, 1990; Schunk & Hanson, 1985).

Motivation has been defined by social cognitive researchers as a process in which goal directed behaviour is instigated and sustained (Pintrich & Schunk, 2002). Motivation can manifest itself in various forms such as effort, persistence, and choice of activities.

In terms of effort, two measures have typically been employed in research; rate of performance and expenditure of energy (Zimmerman, 1995). There is supporting evidence for the association between self-efficacy and both indexes. Zimmerman's model of self-regulation incorporates various motivational processes such as self-efficacy, outcome expectations, and task interest or valuing. The model predicts that self-efficacy, being the key motivational element, will be related to the other motivational processes.

Pajare (1996) states that there is ample reason believe that self-efficacy is a powerful motivation construct that works well to predict self-beliefs and performances at varying levels. This study will investigate the possible link between commitment and self-efficacy, as it is believed that self-efficacy predicts commitment levels.

3.7 CHAPTER SUMMARY

In this chapter emphasis was placed on the concept of perceived self-efficacy and the different ways that self-efficacy expectations are acquired. Reference was made to the correlation between self-efficacy, performance and motivation. The literature review indicated that self-efficacy might influence a variety of factors. For the purpose of this study we will investigate the possible influence that self-efficacy has on employee commitment.

Chapter 4 focuses on the empirical part of the research project.

CHAPTER 4

EMPIRICAL STUDY

The second phase of the research entailed an empirical study. In this chapter the sample, the research questions, the measuring instruments, data collection and data analysis are discussed.

4.1 THE POPULATION AND SAMPLE

The research was performed in a South African sugar manufacturing company. The population of this study consisted of all the employees who have Intranet access (n=400) as reflected on the personnel list obtained from the Human Resource department of the organisation.

The achieved sample consisted of hundred and thirteen (113) people, which resulted in a response rate of 28%. Analysis of studies that have used both mail and e-mail for surveys indicate that e-mail has not consistently outperformed postal mail: some e-mail surveys did better than mail surveys when it comes to response rates, some did worse, and some the same (e.g. Opperman, 1995; Schaefer & Dillman, 1998). A review by Sheehan (2001) of electronic surveys conducted between 1986 and 2000 found that the year in which the study was conducted strongly predicts response rates. The novelty of electronic survey diminished over time, affecting the response rate negatively. The average response rate found during 2000 was 34% (Sheehan, 2001).

The demographic profile of the sample is discussed in Chapter 5.

4.2 THE MEASURING INSTRUMENTS

The measuring instruments consisted of items reflecting 3 different variables. These were contained in a single questionnaire distributed via the company intranet. The first section covers questions related to the Conversion Model (CM),

(Hofmeyr, 1998). The second section contains the General Self-Efficacy Scale (GSE) (Schwarzer & Jerusalem, 1995), and the third, demographic questions. This questionnaire is appended as Appendix 1.

4.2.1 Conversion Model Employee Commitment

Individuals bring a complex range of needs, desires and values to every decision they make – whether they are choosing a job, motor or clothes (Hofmeyr & Rice, 2000). They tend to become attached to what works for them, and the longer something satisfies their needs, the more committed they become. In Conversion Model terminology this is referred to as needs-value fit. Needs-value fit is the extent to which any choice satisfies all the goals, motivations, needs and values a person has regarding that choice.

Traditional employee surveys measure the needs-value fit as overall job satisfaction and also tends to ask multiple satisfaction questions for various attributes. In terms of needs-value fit, people may differ from each other in what they need; people in different industries may also have different needs, and finally needs change over time. Despite the diversity of needs, the employee commitment questionnaire aims to determine the extent of employee happiness.

Satisfaction is not enough to predict behaviour. We must also take into account the degree to which people care about each of the choices they make. In Conversion Model terminology this is referred to as *involvement*.

The important factor is the extent to which employees care about their jobs. For an employee who converts from committed to uncommitted, it is an emotional event. The employee goes from working on the relationship with the employer to being overtly angry and resistant to working on the relationship. The situation is often irreversible and the employee often becomes the missionary working against the organisation. Uncommitted employees, on the other hand, may move quietly from one job to another (Hofmeyr & Rice, 2000).

Traditional employee satisfaction surveys commonly refer to employee loyalty. Satisfied employees are however not always the most loyal employees. A satisfied employee could for example be attracted by monetary incentives. In Conversion Model terminology this is referred to as, the attraction to alternatives.

It is clear that when we measure commitment amongst employees, we must measure both commitment to the company, and commitment to the type of work. Employee Commitment measures commitment to both company and type of work and places employees in four categories: ambassadors, company oriented, career oriented, and uncommitted.

- **Ambassadors**: Committed to both company and type of work. These employees are highly motivated and are very unlikely to move companies.
- **Company Oriented:** Committed to the company, but not the type of work. They may show less than optimal productivity. Increased training, responsibility, or lateral movements to other departments may be in order. These employees are probably not going to move.
- **Career Oriented**: Not committed to the company, but are committed to the type of work. These employees may be highly productive, but are at risk of moving to other companies. Training makes them even more attractive to head-hunters.
- **Uncommitted**: Uncommitted to both company and type of work. Exit barriers prevent these employees from leaving the company. They could negatively affect the company, both internally and externally.

Nine statements, which measure the possible motivational influence on employee commitment, were included in the questionnaire.

The administration, interpretation, reliability and validity of the work commitment measuring instrument are now discussed.

4.2.1.1 Administration

In this study CM Employee Commitment questionnaire was administered utilizing Computer Aided Web Interviewing (CAWI). All employees who have access to the Intranet were included in the sample frame.

CAWI is best used when employees have access to an Intranet or Internet connection. The Intranet has several advantages over both pencil-and-paper and Computer Aided Telephone Interviewing (CATI) administration.

- "Real-Time" data collection.
- CAWI programming reduces error and allows for complex filtering.
- CAWI allows for unique employee codes which can be linked to back-end data and reduces the need for some demographics.
- CAWI removes the possibility of interviewer error.
- CAWI allows for employees to complete the questionnaire when it is most convenient for them.
- Confidentiality may be less problematic as the completion of the questionnaire is done completely anonymously.

4.2.1.2 Interpretation

The Conversion Model question responses were entered into an algorithm to create the employee commitment segments. Once the data has been exported and run through the algorithm, three new variables are added to the original data file.

- Commitment to Company: 4-point ordinal scale variable (1=high commitment, 4=low commitment)
- Commitment to Type of Work: 4-point ordinal scale variable (1=high commitment, 4=low commitment)
- Matrix: 4-point categorical variable (1=ambassadors, 2=company oriented, 3=career oriented, 4=uncommitted)

4.2.1.3 Reliability

The CM has been used on over 3800 projects, in over 200 product and service categories, as well as in diverse field applications such as politics, social studies and employee studies (Global Employee Commitment Report, 2002). The reliability of the Conversion Model section of the measuring instrument will be determined by means of an internal consistency statistic (Cronbach Alpha coefficient).

4.2.1.4 Validity

The problem of validation in the social sciences is very different to the natural sciences. In contrast to the natural sciences, the social sciences attempt to measure behaviour, which is in essence variable.

Criterion-related predictive validation, the ideal which applies in the natural sciences, is difficult to achieve in the social sciences. Carmines and Zeller (1979) argue that this is because social science concepts are frequently so abstract that no obvious criterion variable presents itself. They suggest therefore that the most general method applicable in the social sciences is construct validation. Perceptual mapping and ideal point positioning from a case study in the banking sector were used to provide evidence for the construct validity of the Conversion Model Employee Commitment measuring instrument (Hofmeyr, 1989; Rice and Hofmeyr, 1990).

The results shown in these early banking studies have been repeated with impressive consistency across a number of different studies (Hofmeyr, 1990). This includes research done at the brand and category levels in the fast-moving consumer goods sectors (consumable beverages e.g. fruit juices, carbonated soft drinks, alcoholic beverages and motor manufacturers).

4.2.1.5 Justification for inclusion

The CM was selected as an instrument in this research owing to the fact that the Conversion Model is a leading measure of commitment and focuses on more than merely traditional loyalty or satisfaction. Taylor Nelson Sofres and the Customer Equity Company (Ltd) commissioned a worldwide Global Employee Commitment Report to provide a global database of commitment norms for Employee Scores. 19 840 full-time employees were surveyed in 33 countries. Therefore, this research could provide valuable information regarding the construct of employee commitment in a South African sample. The reliability and validity information that was reported in other research studies (Global Employee Commitment Report, 2002) makes the Conversion Model a sound instrument to use in research into organisational commitment.

4.2.2 The General Self-Efficacy Scale (GSE)

The *General Self-Efficacy Scale (GSE)* aims at a broad and stable sense of personal competence to deal efficiently with a variety of stressful situations. The scale was designed to assess self-efficacy (i.e., the belief that ones' actions are responsible for successful outcomes). The German version of this scale was originally developed by Matthias Jerusalem and Ralf Schwarzer in 1981, first as a 20-item version and later as a reduced 10-item version (Jerusalem, & Schwarzer, 1986, 1992; Schwarzer, & Jerusalem, 1995).

The Sherer and Maddux scale (Sherer, Maddux, Mercabante, Prentice-Dunn, Jacobs & Rogers, 1982) used in this study consist of 27 items. It comprises statements about how one assesses one's self-efficacy in different situations. The GSE scaled score for each question ranges from 1 to 7, where 1 indicates a strong agreement with a positive self-efficacious item and 7 strong disagreement. Higher total scores therefore indicate lower belief in self-efficacy. Nine of the items are negatively worded to counteract response styles. The items 1, 2, 9, 10, 11, 12, 23, 26 and 27 are reversely scored. By confirmatory factor analyses it was found that the scale was uni-dimensional in all sub-samples.

The administration, interpretation, reliability and validity of the self-efficacy measuring instrument are now discussed.

4.2.2.1 Administration

The GSE is a self-completion questionnaire and takes 15-20 minutes to complete. No time limit is set but respondents are requested to work quickly and give their first impressions. The GSE can be administered individually or in groups. The corresponding score on the seven-point scale is selected and recorded. After reverse scoring negatively phrased questions, adding up the item values on the seven- point scale gives a total score on GSE, the GSE: T score.

4.2.2.2 Interpretation

According to Bandura (1989) the stronger the sense of self-efficacy, the bolder the behaviour of the individual will be. An individual who is strong in self-efficacy is more likely than someone with a weak perception of self-efficacy to (Bandura, 1989):

- Be motivated to do things competently
- Be spurred on to great efforts in the face of adversity
- Withstand failures by viewing tasks as challenges
- Deploy attention and effort to the demands of the situation.

Being a uni-dimensional scale, the overall score reflects the general level of self-efficacy. A high score indicates a low sense of self-efficacy, whereas a low score represents a high degree of self-efficacy.

4.2.2.3 Reliability

Rimm and Jerusalem (1999) and Luszczynska, Schunk and Schwarzer (2005) reported Cronbach Alpha ranges varying between 0.75 and 0.94 across a number of different language versions. High reliability and stability was found (Leganger,

Kraft & Roysamb, 2000; Schwarzer, Mueller, & Greenglass, 1999). The Maddux and Sherer measurement obtained Cronbach alphas of between 0.71 and 0.86 which compare favourable to an alpha value of 0,7 recommended by Nunnally (1978) for scales used in basic research (Sherer & Maddux, 1982).

4.2.2.4 Validity

Studies have shown that the GSE has high construct validity (Leganger et al. 2000, Schwarzer, Mueller, & Greenglass, 1999). The scale was found to be configurally equivalent across 28 nations and it forms only one global dimension (Leganger et al., 2000). Relations between the GSE and other social cognitive variables (intention, implementation of intentions, outcome expectations, and self-regulation) are high and confirm the validity of the scale (Luszczynska et al, 2005). This scale showed good construct validity, with six personality measures, and good criterion validity with measures of vocational, education and military career success (Sherer & Maddux, 1982).

4.2.2.5 Justification for inclusion

Self-efficacy has been established to be one of the indicators of psychological well-being and provides reliable results across multicultural contexts (Rimm & Jerusalem, 1999; Luszczynska et al, 2005). Individuals often do not behave optimally even though they know what to do. The rationale of the self-efficacy questionnaire is that it measures an individual's expectations of how that person is likely to perform in a wide variety of situations (Tipton & Worthington, 1984). A person who expects to be successful in a variety of situations will score low on the questionnaire, because in terms of the scoring of this questionnaire, the lower the score, the higher the level of self-efficacy. The reliability and validity information reported above also make the GSE a sound research instrument.

4.2.3 Demographic Section

A demographic section was constructed to gather information on the biographical variables of gender, age, population group, household income, tenure and highest qualification.

4.3 DATA COLLECTION

The following procedure was used in gathering the data.

A letter requesting voluntary participation and containing the rationale for the research, as well as confidentiality undertakings, was sent to all employees (n=400) who had access to the intranet and 113 responses were returned. The instruments were provided to respondents in questionnaire form via the Intranet. Respondents were requested to complete the questionnaire within a 1-month time frame. An electronic reminder to complete the survey was sent out to employees via the internal electronic mail system.

4.4 DATA PROCESSING

The Statistical Package for the Social Sciences (version 15) (SPSS 15.0 for Windows, 2007) programme was used for the statistical analysis. The Conversion Model data were sent to the Customer Equity Company (Cape Town) for the running of algorithms and subsequent processing of the Conversion Model segments. The statistical analysis was computed and is reflected in Chapter 5.

4.4.1 Descriptive Statistics

Descriptive statistics portray the characteristics of the sample and summarises the responses to items measuring CM Employee Commitment and General Self-Efficacy. The descriptive statistics used were frequencies, means and standard deviations.

4.4.2 Reliability of Instruments

The reliability of an instrument can be defined in terms of when a test measures the same thing more than once and results in the same outcome (Salkind, 2001). The present study calculated the Cronbach Alpha coefficient as a measure of the internal consistency of each of the scales. Cronbach's Alpha reflects how well a set of items (or variables) measures a single uni-dimensional latent construct. When data exhibit a multidimensional structure, Cronbach's Alpha will usually be low.

The alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous and/or multi-point formatted questionnaires or scales (Lemke & Wiersma, 1976). The higher the alpha coefficient, the more reliable the test. There is no universally agreed cut-off figure, but a Cronbach Alpha of 0.7 and above is usually acceptable (Nunnally & Bernstein, 1994).

4.4.3 Discriminant Analysis

Discriminant analysis is used to model the value of a dependent categorical variable based on its relationship to one or more independent variables predictors. Given a set of independent variables, discriminant analysis attempts to find linear combinations of those variables that best separate groups of cases.

4.4.4 Regression Analysis

A stepwise multiple regression analysis was conducted to determine the percentage of variance in the dependant variable (total employee commitment score - ungrouped) that was predicted by the independent variable (self-efficacy). It was decided to conduct a separate regression analysis for each of the three employee commitment sub-scales (company, work and total employee commitment) owing to the diverse nature of these sub-scales. A stepwise regression procedure was used on all the data, with the sub-scales of the General Self-Efficacy as independent variables.

4.4.5 Statistical test of difference

The appropriate inferential test when comparing two means obtained from two different groups of subjects is a t-test for independent groups. The t-test for independent groups is defined as the difference between the sample means divided by the standard error of the mean difference. According to Shaughnessy, Zechmeister and Zechmeister (2003) the p-level reported with a t-test represents the probability of error involved in accepting a research hypothesis concerning the existence of a difference. The null hypothesis is that of no difference between the two categories of observations (corresponding to the groups).

Some researchers (Shaughnessy et al., 2003) suggest that if the difference is in the predicted direction, one can consider only one half (one "tail") of the probability distribution and thus divide the standard p-level reported with a t-test (a "two-tailed" probability) by two. Others, however, suggest that one should always report the standard, two-tailed t-test probability.

As the two-tailed p-values in the current study are all highly significant (below 0.01) it was not considered necessary to divide them even though the differences are in the expected direction.

In this research differences between the mean SE score for each of the four commitment segments (ambassador, committed to work, committed to organisation, uncommitted) were investigated. This analysis involves four groups and an ANOVA was therefore applied.

In statistics, analysis of variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance is partitioned into components due to different explanatory variables.

In general, the purpose of an ANOVA is to test for significant differences between means. If we are only comparing two means, then ANOVA will give the same results as the t test for independent samples (if we are comparing two different

groups of cases or observations), or the t test for dependent samples (if we are comparing two variables in one set of cases or observations).

4.5 CHAPTER SUMMARY

In Chapter 4 the second phase of this research design was addressed. The objectives of the research were stated, the measuring battery discussed, the selection and compilation of the sample described, the empirical methodology considered and the research aims stated.

In Chapter 5 the results of the empirical study are reported and discussed.

CHAPTER 5

RESULTS OF THE EMPIRICAL STUDY

In this chapter the results of the empirical study are reported and discussed. The first section discusses the descriptive statistics of the various questionnaires' items used in the study. The next section examines the psychometric properties of the CM Employee Commitment and General Self-Efficacy scales.

The general aim of this research was to investigate the influence of one aspect of psychological wellbeing (self-efficacy) on work and employee commitment. The specific aims are to:

- Determine the correlation between perceived self-efficacy and employee commitment.
- Determine the statistical significance of differences of measured self-efficacy levels between different demographic groups (age, gender, population group, tenure and household income)?
- Investigate the impact of motivational variables on employee commitment.
- Investigate the predictive nature of self-efficacy on employee commitment.
- Formulate recommendations towards more effective organisational behaviour and future research.

5.1 DESCRIPTIVE STATISTICS OF MEASUREMENT

The descriptive statistics for each of the instruments in the measuring battery and the demographic variables of the sample are now discussed.

5.1.1 Demographic Variables

The demographic variables obtained for each respondent included: age, gender, population group, monthly household income, tenure and highest qualification. The demographical characteristics of the participants are listed in Table 1 below.

TABLE 1. FREQUENCY ANALYSIS OF BIOGRAPHICAL VARIABLES

n = 113		Count	Column N %
Age	<20	1	.9%
	20-29	11	9.7%
	30-39	24	21.2%
	40-49	35	31.0%
	50-59	37	32.7%
	60+	5	4.4%
Gender	Male	81	71.7%
	Female	32	28.3%
Population Group	Asian	2	1.8%
	Black	10	8.8%
	Coloured	0	.0%
	White	101	89.4%
Monthly HH Income	<10	17	15.0%
	10-25	29	25.7%
	25-40	33	29.2%
	40+	34	30.1%
Tenure	<1	22	19.5%
	1-3	14	12.4%
	4-6	7	6.2%
	7-10	5	4.4%
	11-15	31	27.4%
	16-20	24	21.2%
	21-25	4	3.5%
	26+	6	5.3%
Qualification	Matric	12	10.6%
	Post Matric	39	34.5%
	Degree	33	29.2%
	Hons	13	11.5%
	Masters/Doc	16	14.2%

The majority of the sample are older than 40 (68%), male (72%) and white (89%). 90% of the sample hold a post matric qualification, while 85% earn more than R10 000 per month. Approximately 60% of the respondents have been employed by the company for longer than 10 years.

Figures 2 to 7 graphically reflect the demographic profile of the sample.

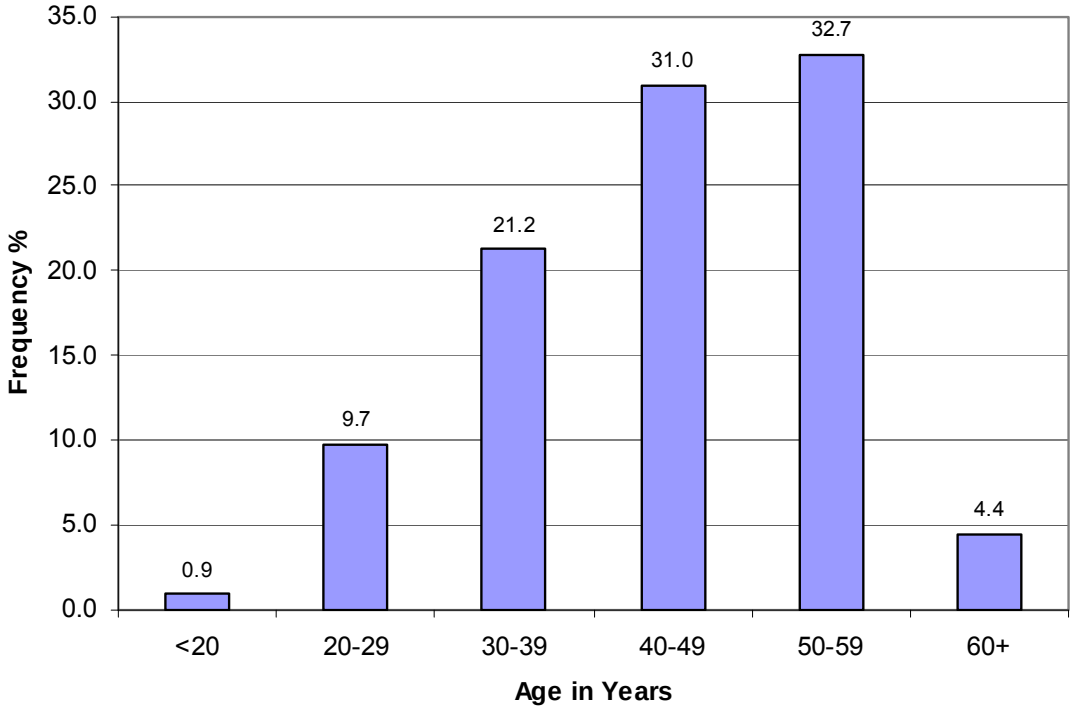

Figure 2. Demographic Profile: Age Distribution

The sample reflects an older profile with 68% older than 40.

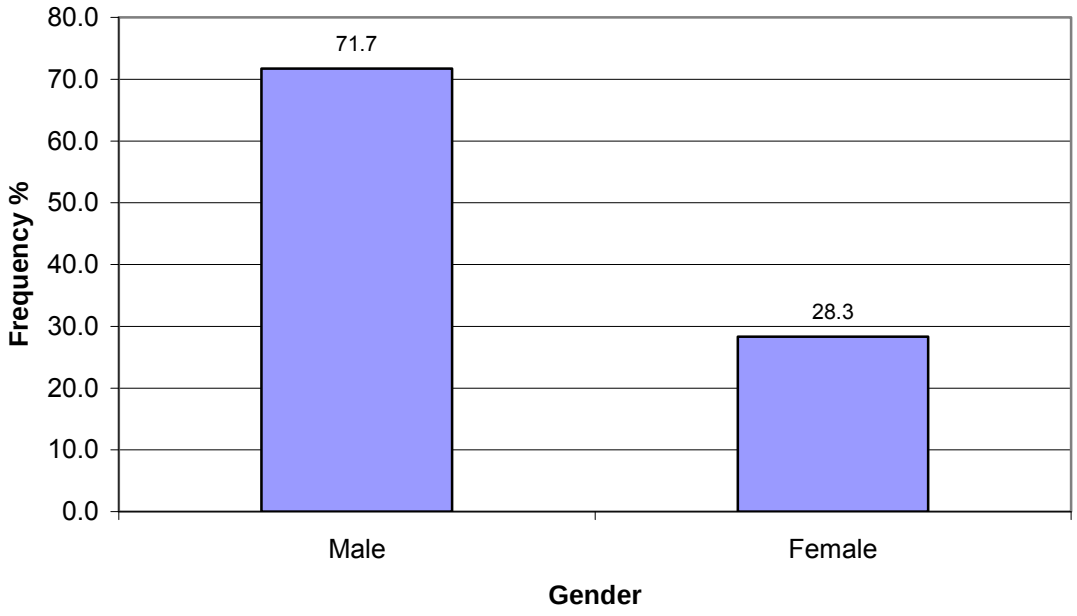

Figure 3. Demographic Profile: Gender Distribution

Figure 3 indicates a male skew in the sample.

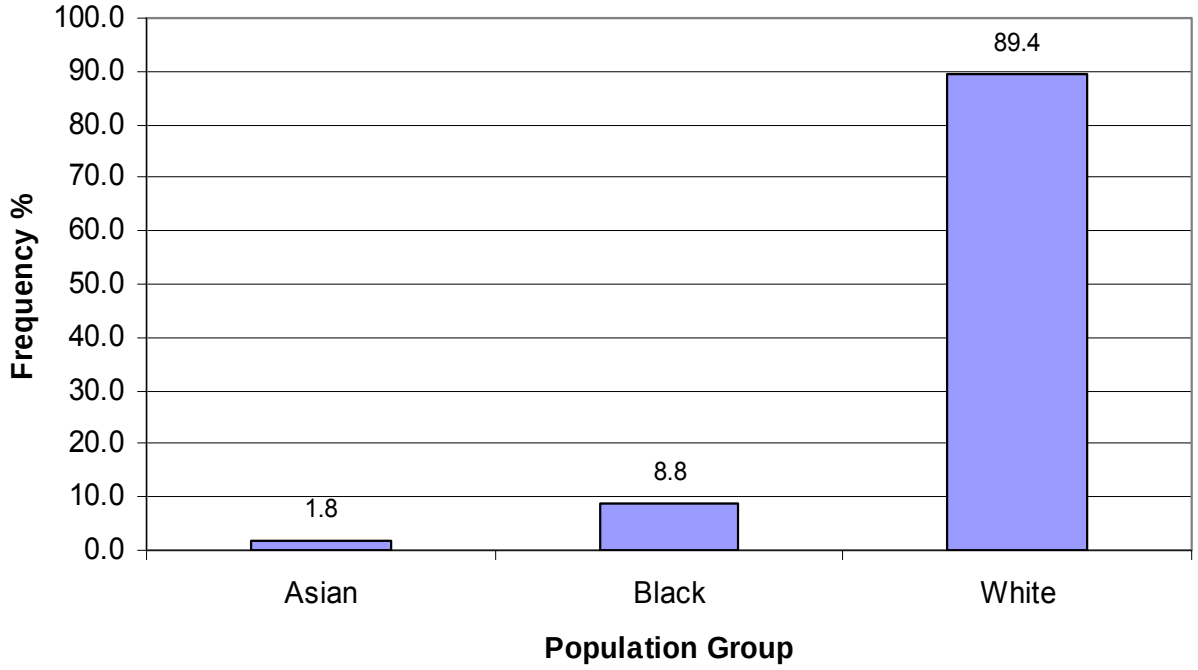

Figure 4. Demographic Profile: Population Group Distribution

The majority of the sample is white, with only 11% from other population groups.

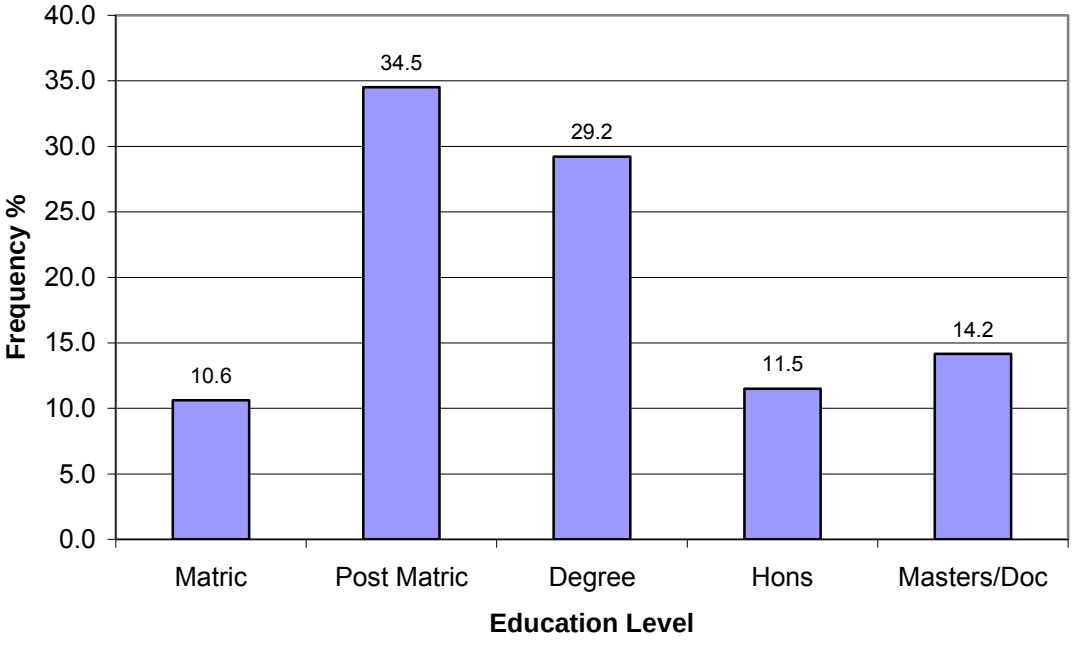

Figure 5. Demographic Profile: Qualification Distribution

90% of the sample has post Matric qualifications.

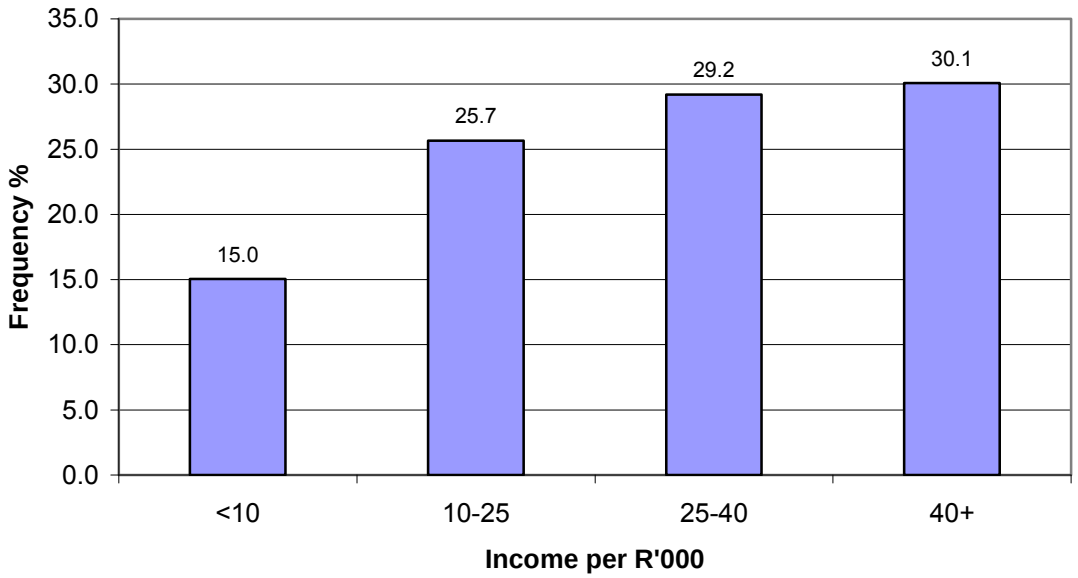

Figure 6. Demographic Profile: Household Income Distribution

The majority of respondents fall within the R25 000 plus Household Income Group.

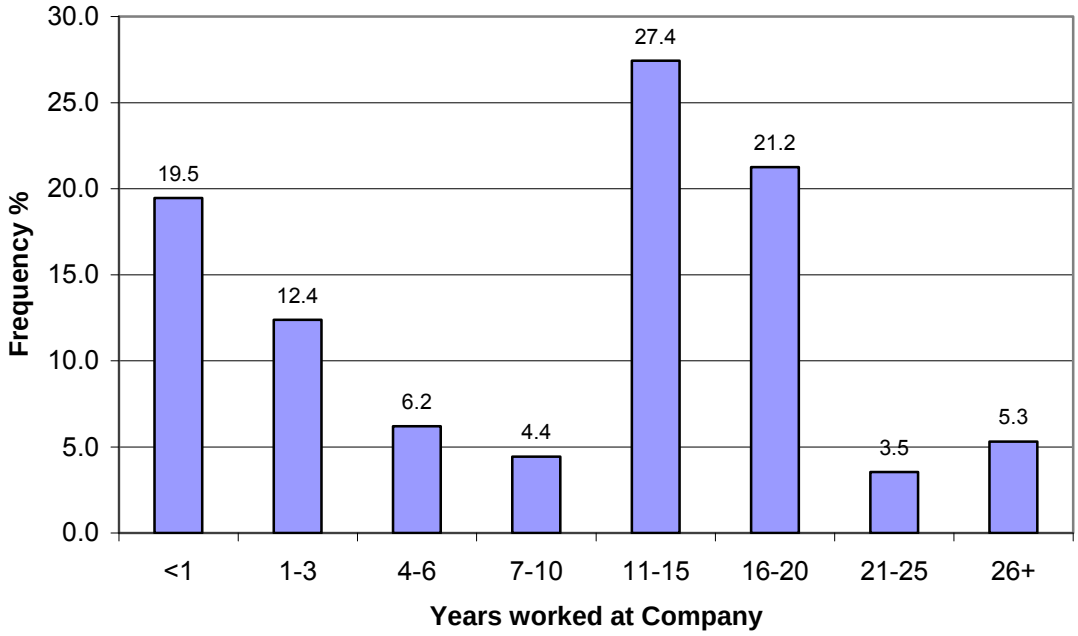

Figure 7. Demographic Profile: Tenure Distribution

It is clear from Figure 7 that employees who have been with the company for 10 or more years tend to remain employed by the organisation.

The descriptive statistics for each of the items and sub-scales of the battery of measuring instruments, consisting of the Conversion Model Employee Commitment questionnaire and the General Self-Efficacy Scale (GSE), are provided in the sections to follow.

5.1.2 Descriptive statistics of Commitment Model measuring instrument

Table 2 reflects the minimum and maximum score, mean and standard deviation by CM employee commitment item (Section A of questionnaire).

Table 2. CM EMPLOYEE COMMITMENT

	N	Minimum	Maximum	Mean	Std. Deviation
Company rating	113	1	10	7.28	1.436
Company comparison	113	1	2	1.28	.453
Wanting to work at company	113	1	4	1.75	.675
Reasons to work for company	113	1	3	1.56	.550
Work rating	113	3	10	7.73	1.345
Work comparison	113	1	3	1.29	.494
Wanting to do work	113	1	4	1.78	.741
Reasons to do work	113	1	3	1.52	.519
Remuneration package	113	1	5	3.35	.915
Relationship with Supervisor/ Manager	113	1	5	4.34	.988
Proud about work achievements	113	1	5	4.29	.636
Content with the recognition	113	1	5	3.56	.855
Work is valued	113	1	5	3.65	.990
Happy with responsibilities	113	1	5	3.88	.769
Satisfied chances on promotion	113	1	5	3.32	1.029
Happy with the image of company	113	1	5	3.93	.799
Satisfied with working conditions	113	1	5	3.86	.833
Comm_comp	113	1	4	1.87	.891
Comm_work	113	1	4	1.68	.869
Matrix	113	1	4	1.71	1.066
Valid N (list wise)	113				

This instrument requires respondents to rate both their commitment to the company and their occupation. In addition, questions relating to the following motivational influences, were included.

- Remuneration package
- Relationship with Supervisor/ Manager
- Proud about work achievements
- Content with the recognition
- Work is valued
- Happy with responsibilities
- Satisfied with chances on promotion
- Happy with the image of company
- Satisfied with working conditions

Figures 8 to 16 graphically display the motivational influences.

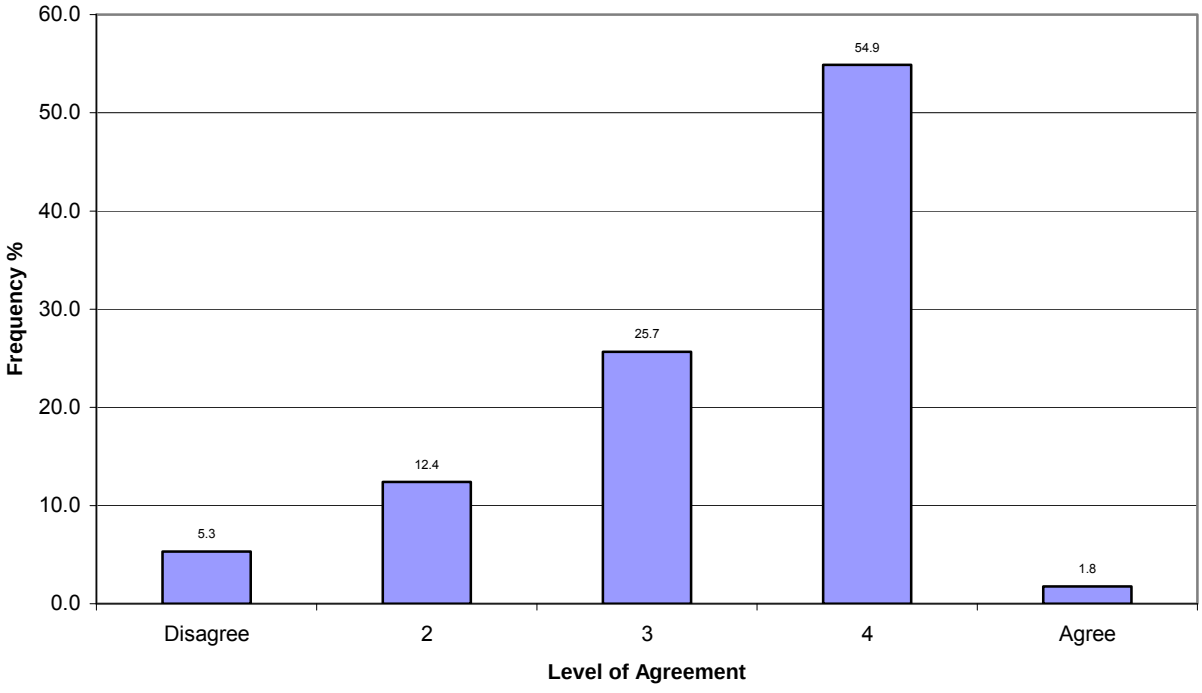

Figure 8. "Remuneration Package"

From Figure 8 it is clear that 57% of the sample is content with their remuneration package.

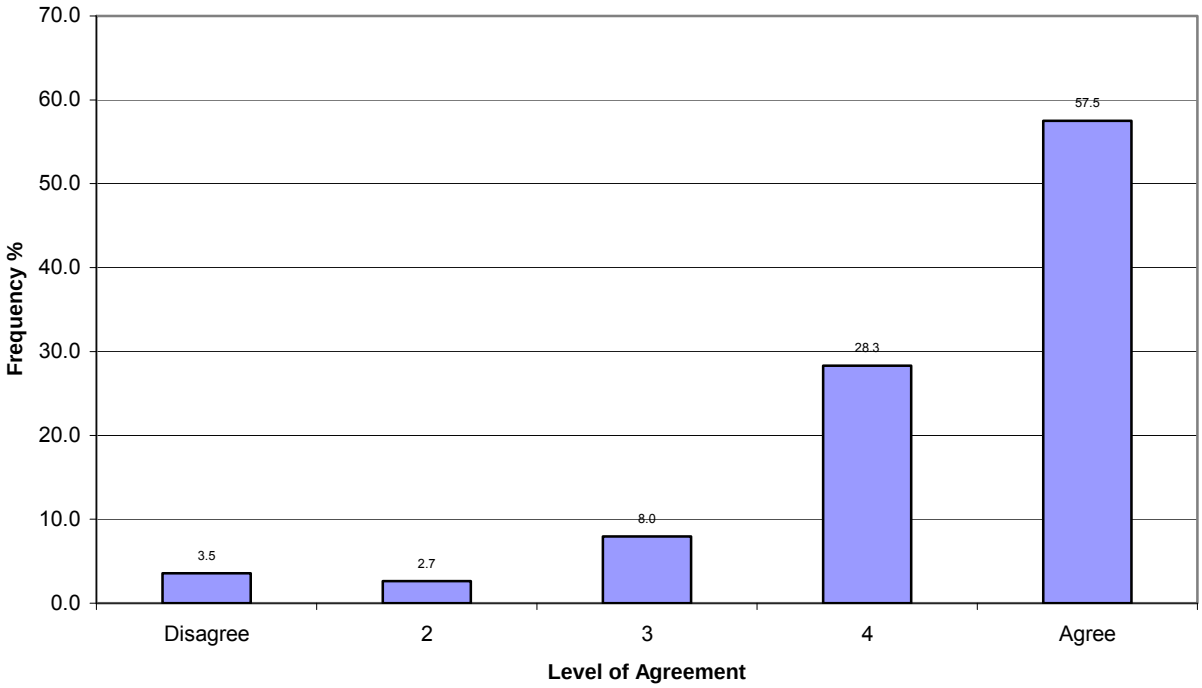

Figure 9. "Relationship with Supervisor"

Figure 9 displays that 86% of employees have a solid relationship with their supervisors.

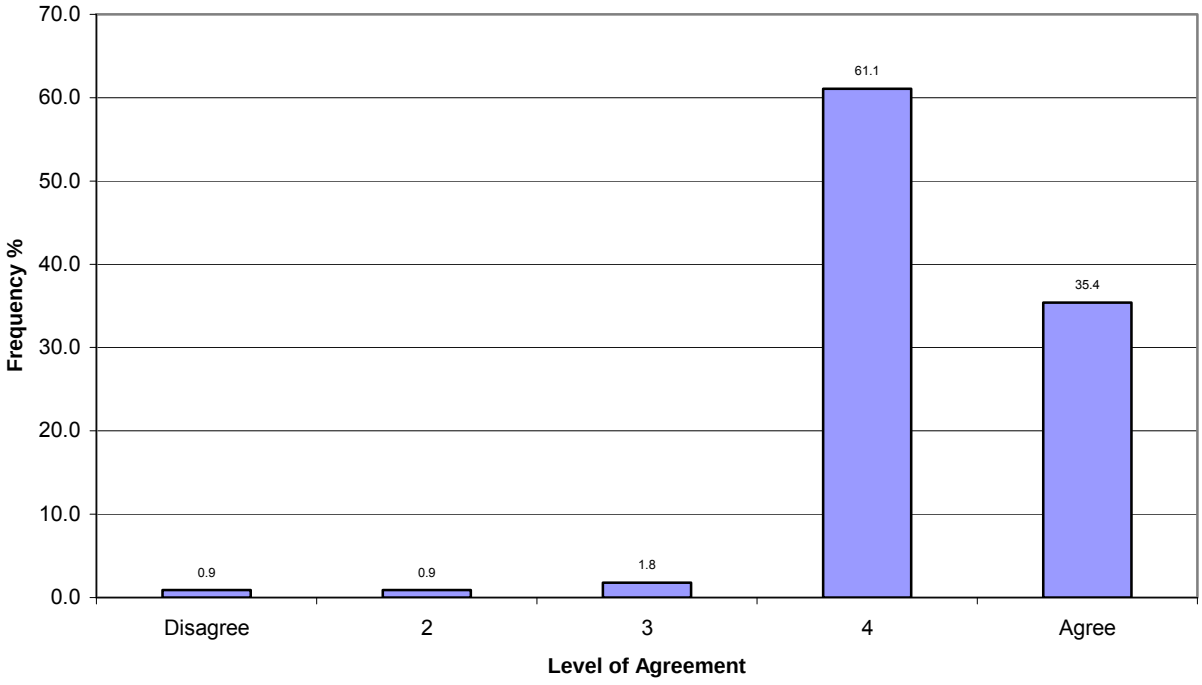

Figure 10. "Proud of work achievements"

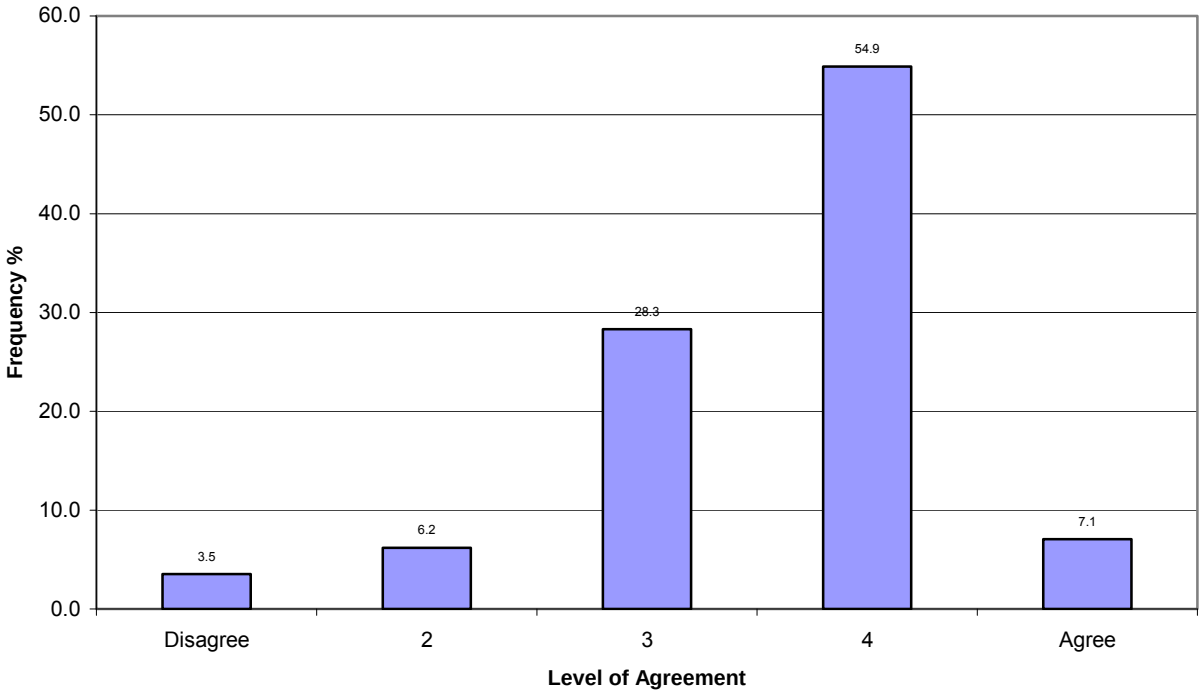

Figure 11. "Content with recognition"

A minority of 38% are not content with the recognition they receive.

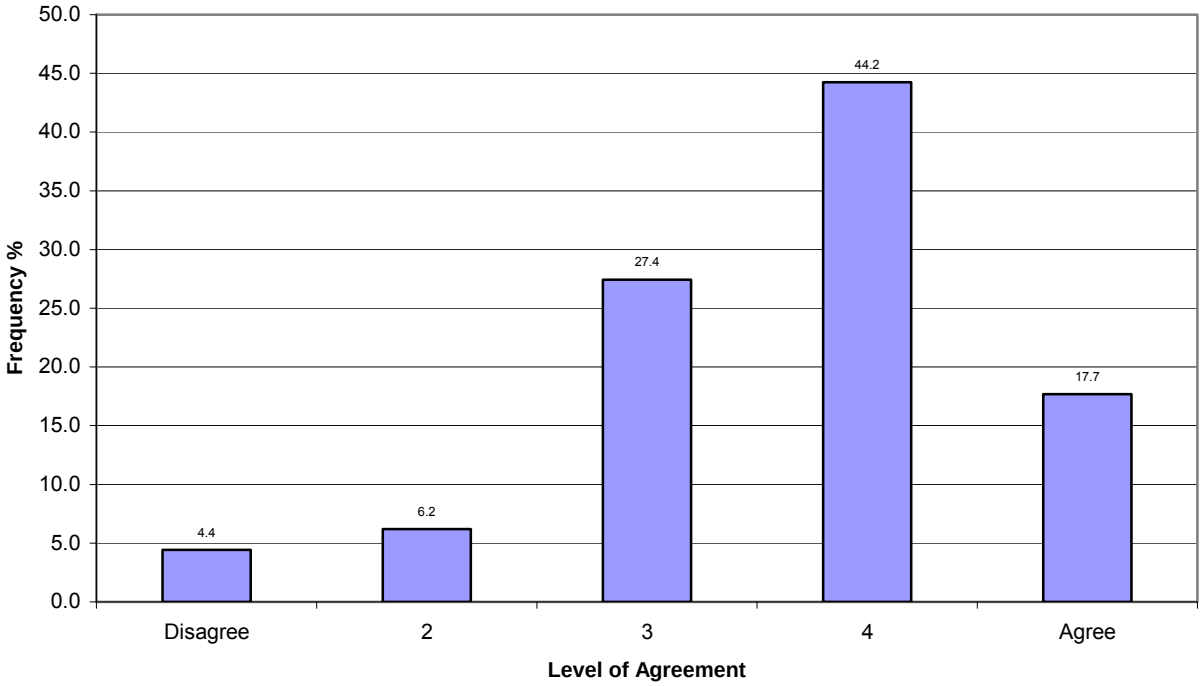

Figure 12. "Work is valued"

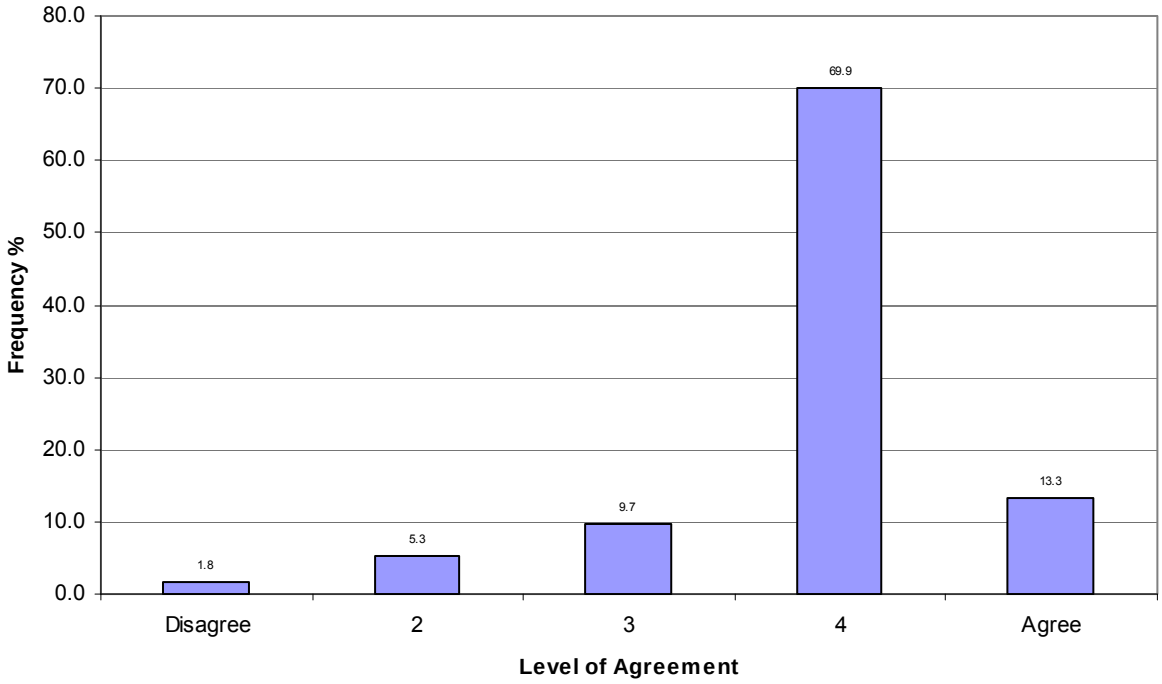

Figure 13. "Happy with responsibilities"

83% of the sample are happy with their responsibilities while more than 50% are satisfied with their chances on promotion.

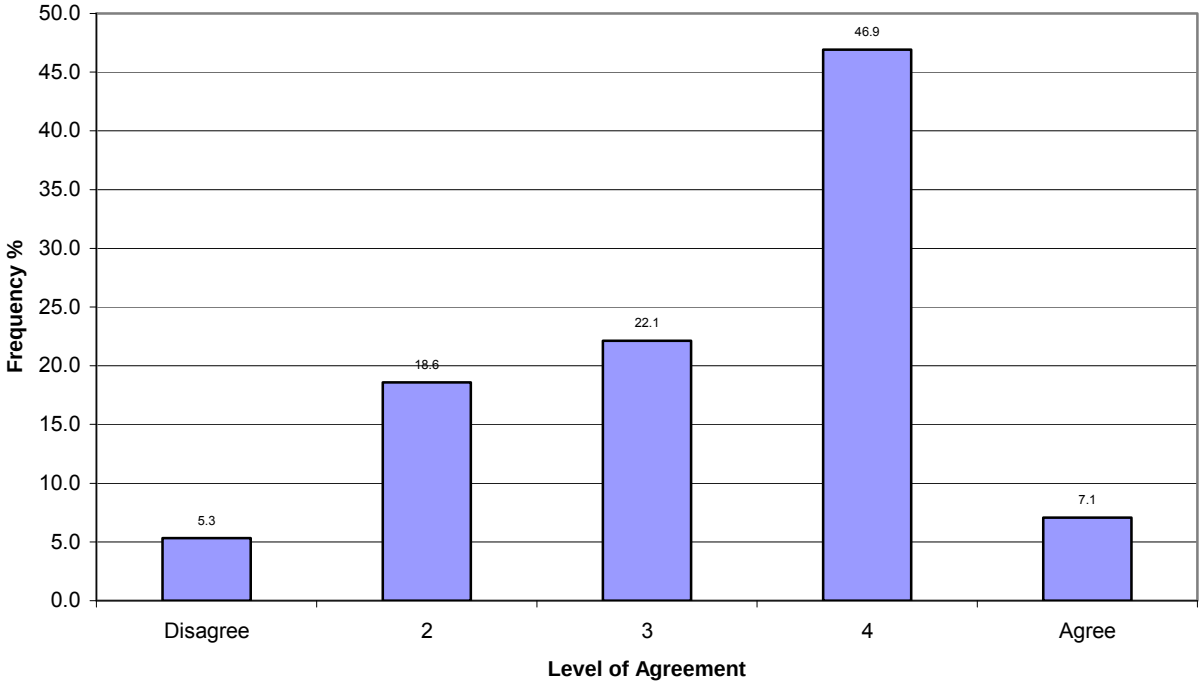

Figure 14. "Satisfied with chances of promotion"

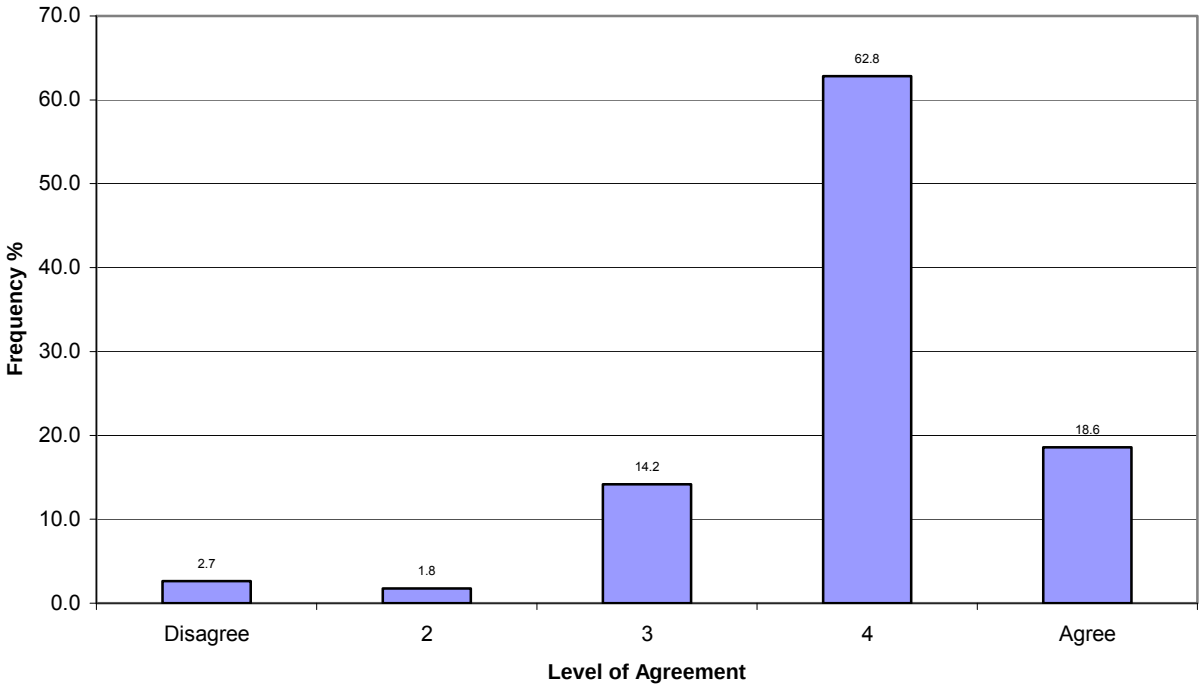

Figure 15. "Happy with the image of the company"

Figure 15 displays that the majority of the employees are happy with the company's image.

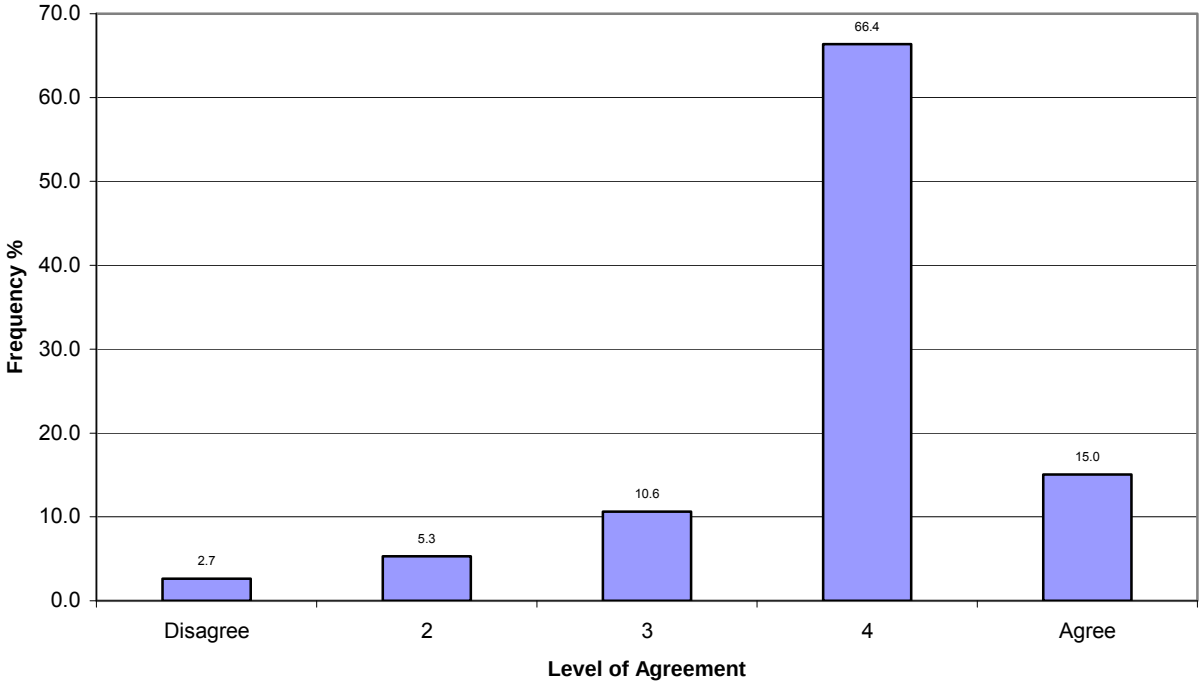

Figure 16. "Satisfied with working conditions"

From the figures above it is evident that the majority of the sample have a positive response regarding the motivational influences.

The questionnaire is appended as Appendix 1. The questionnaire consists of Section A which entails the Standard Employee Commitment Questionnaire and Section B, the General Self-Efficacy questionnaire. Section C is the demographic variables.

The following graphs illustrate the distribution of responses by Standard Employee Commitment item (Figures 17 to 25).

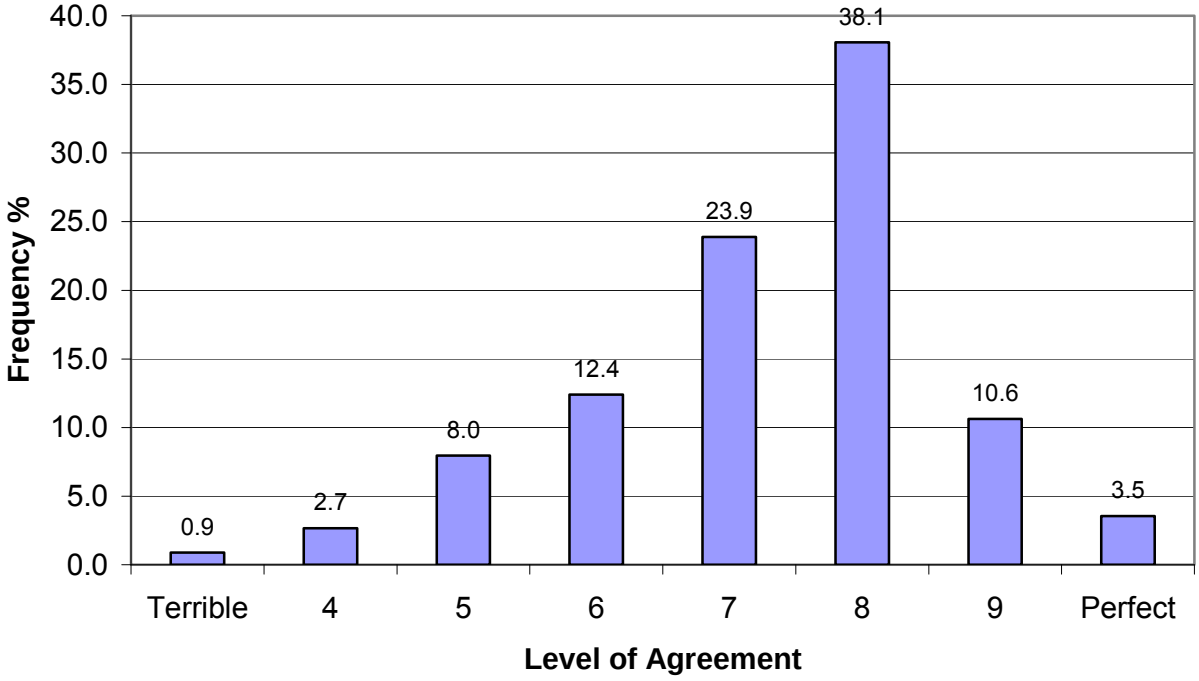

Figure 17. Company rating

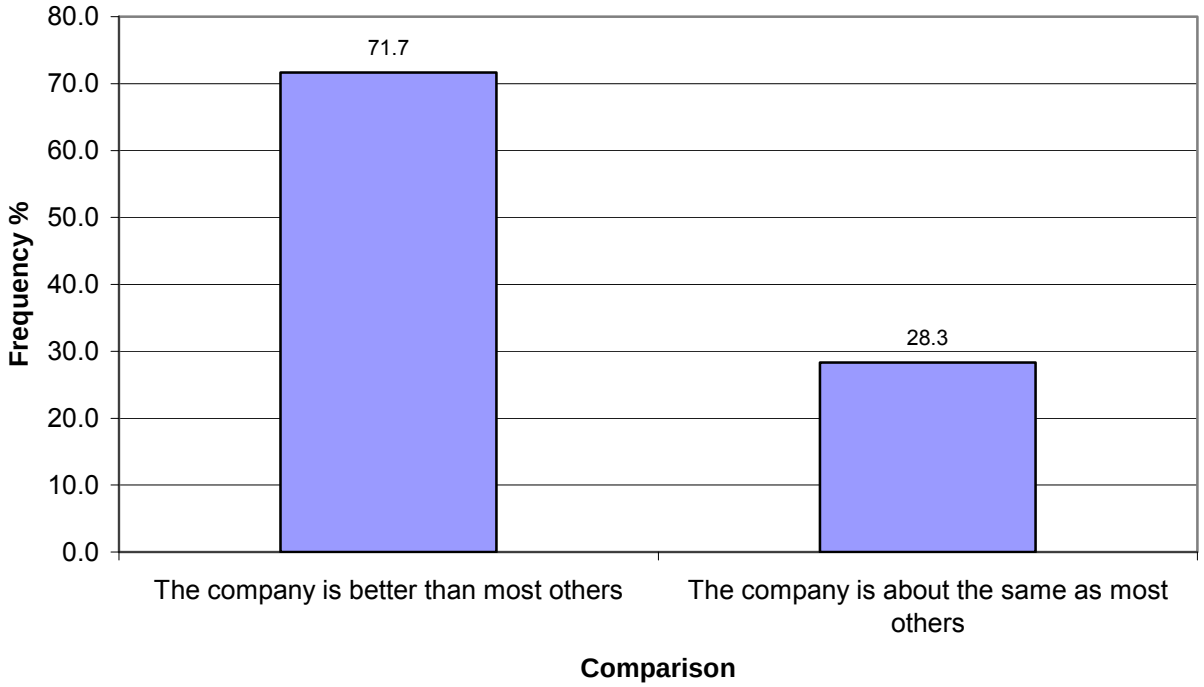

Figure 18. Company comparison

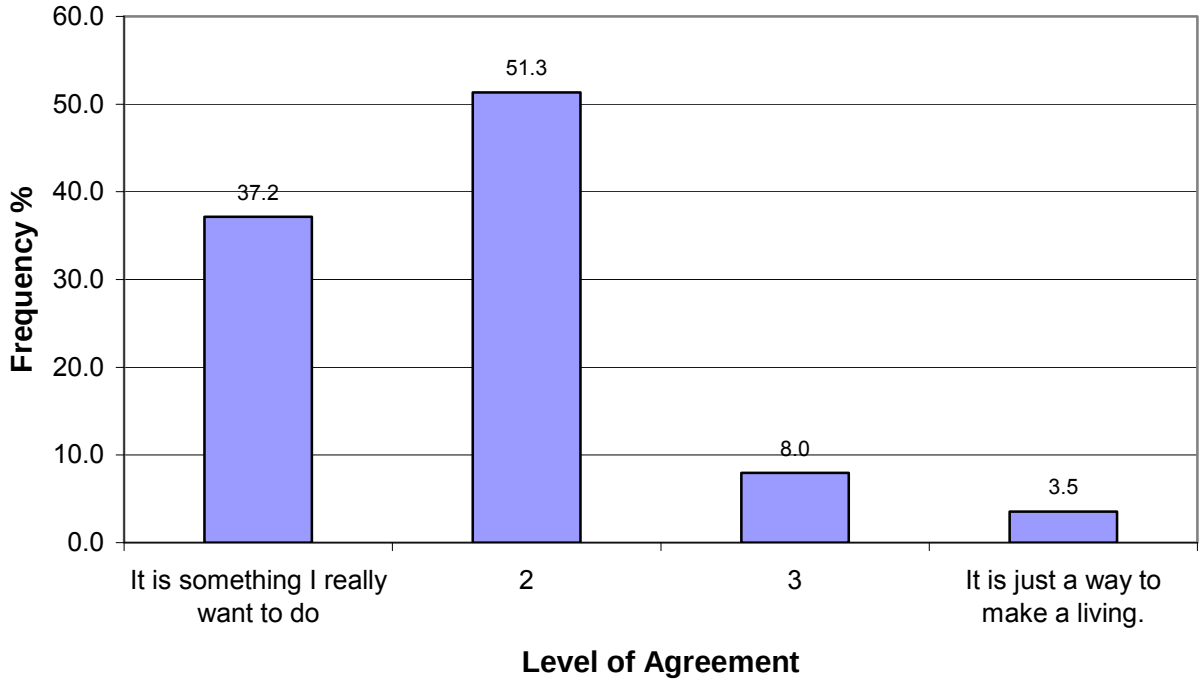

Figure 19. Wanting to work at company

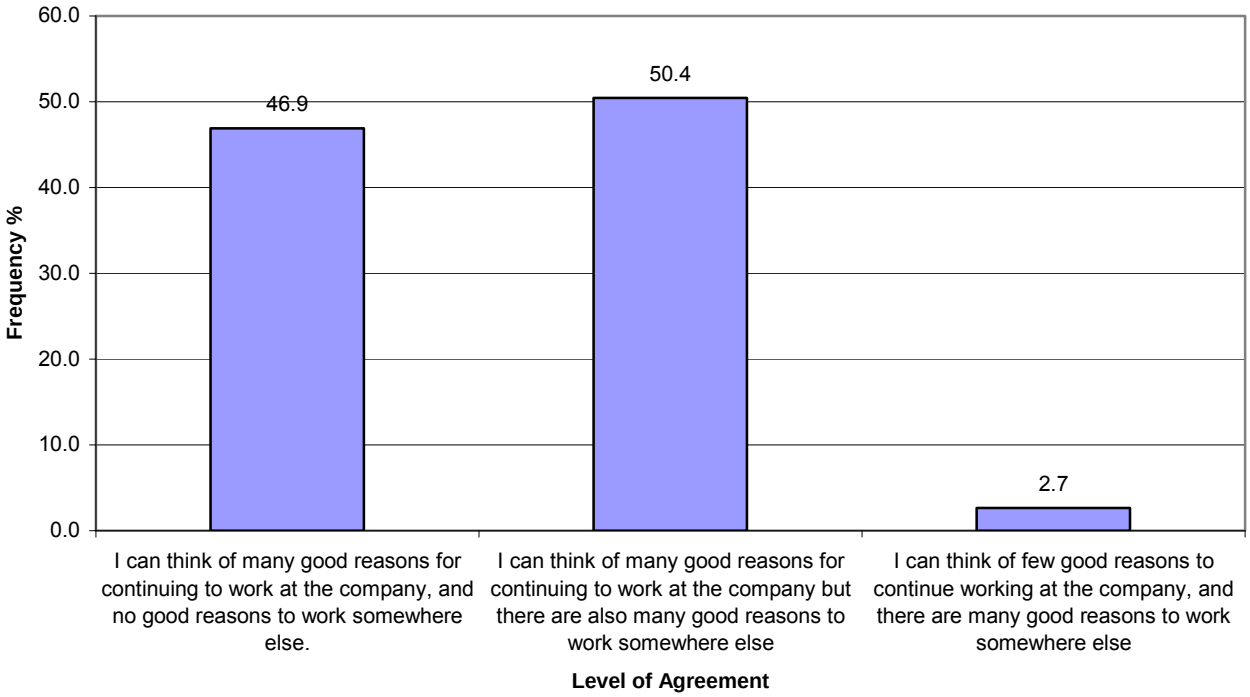

Figure 20. Reasons to work for company

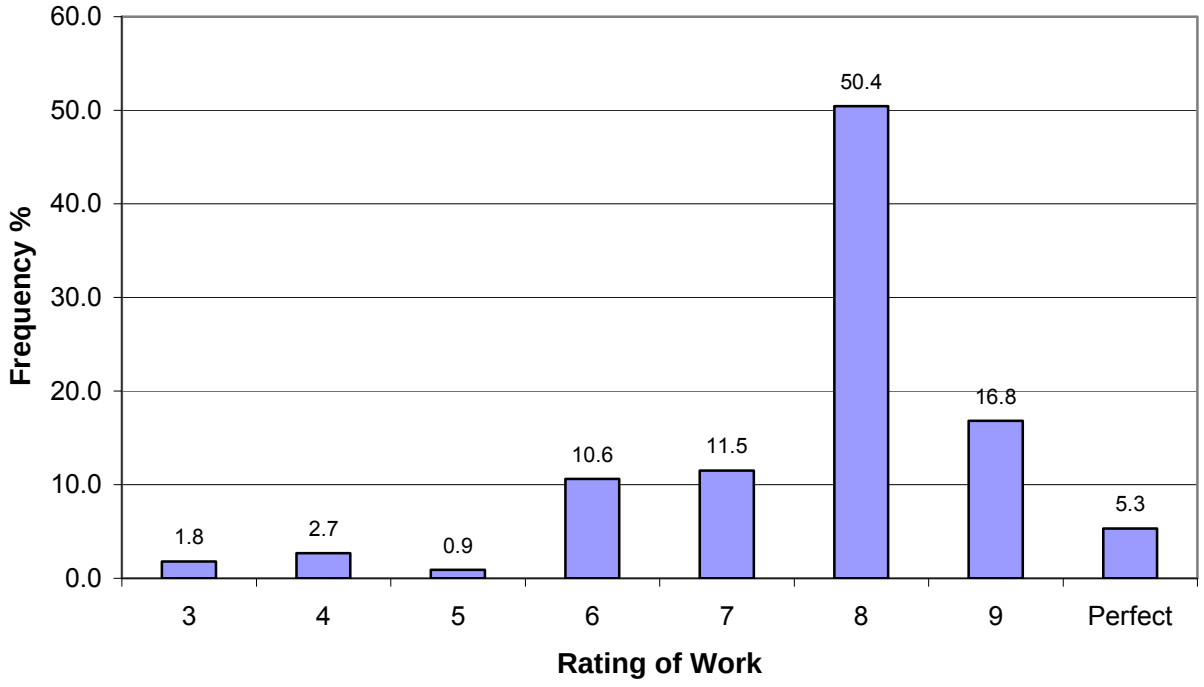

Figure 21. Work rating

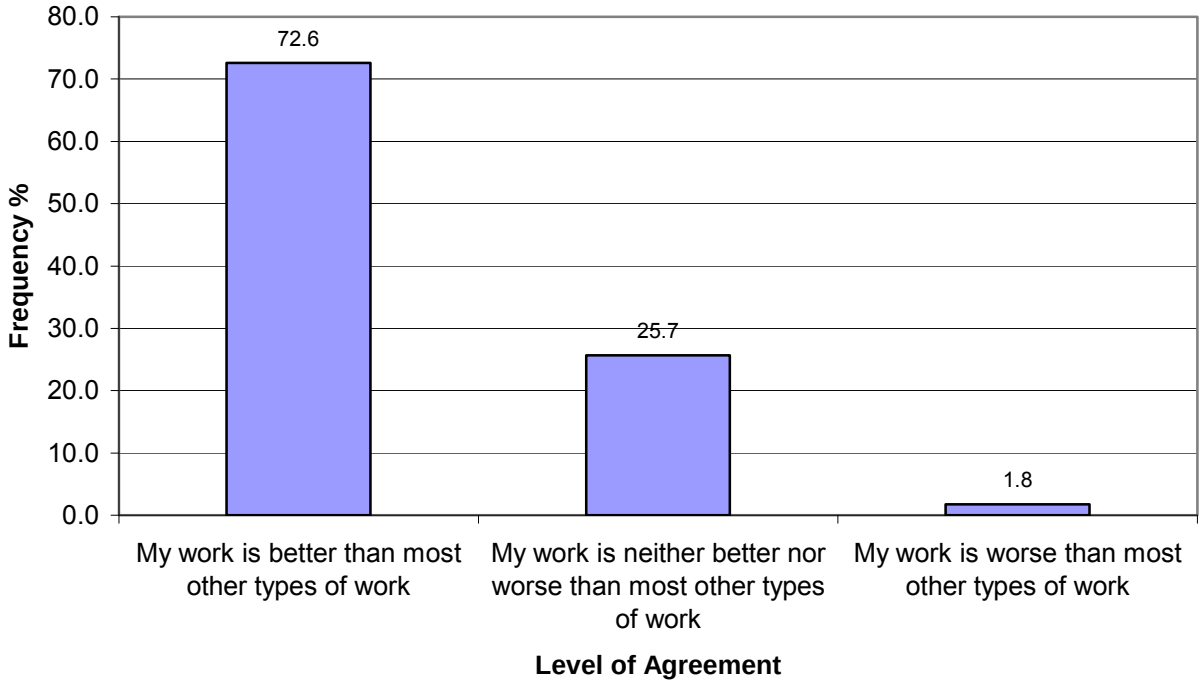

Figure 22. Work comparison

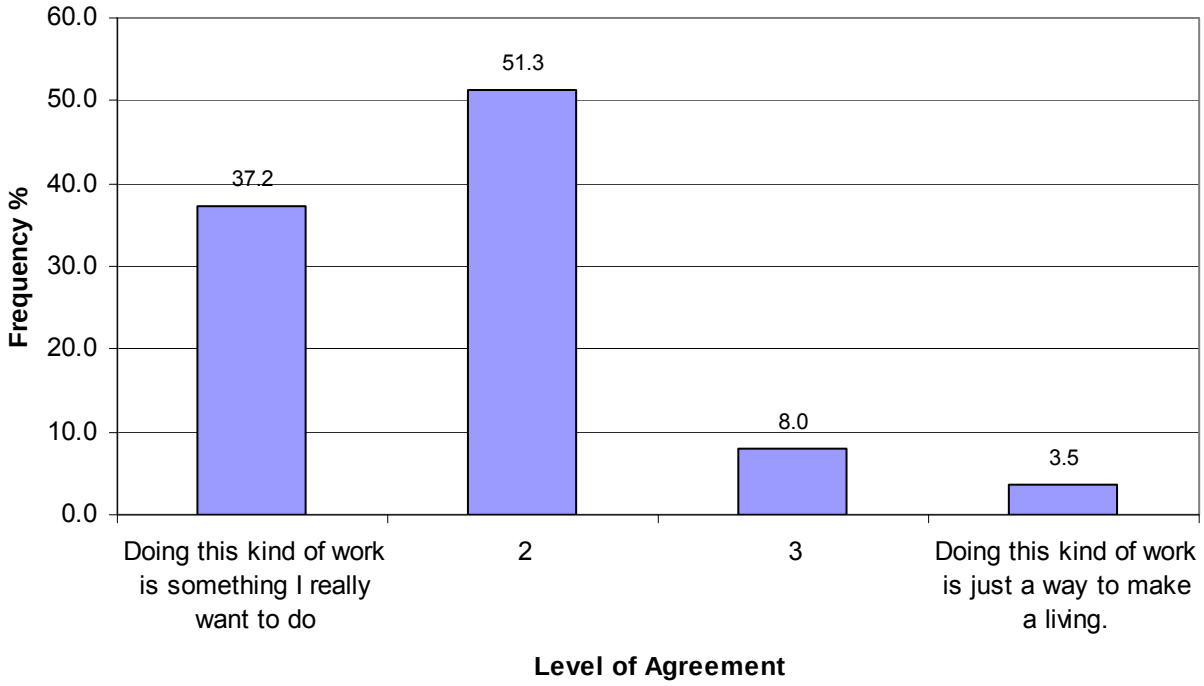

Figure 23. Wanting to do work

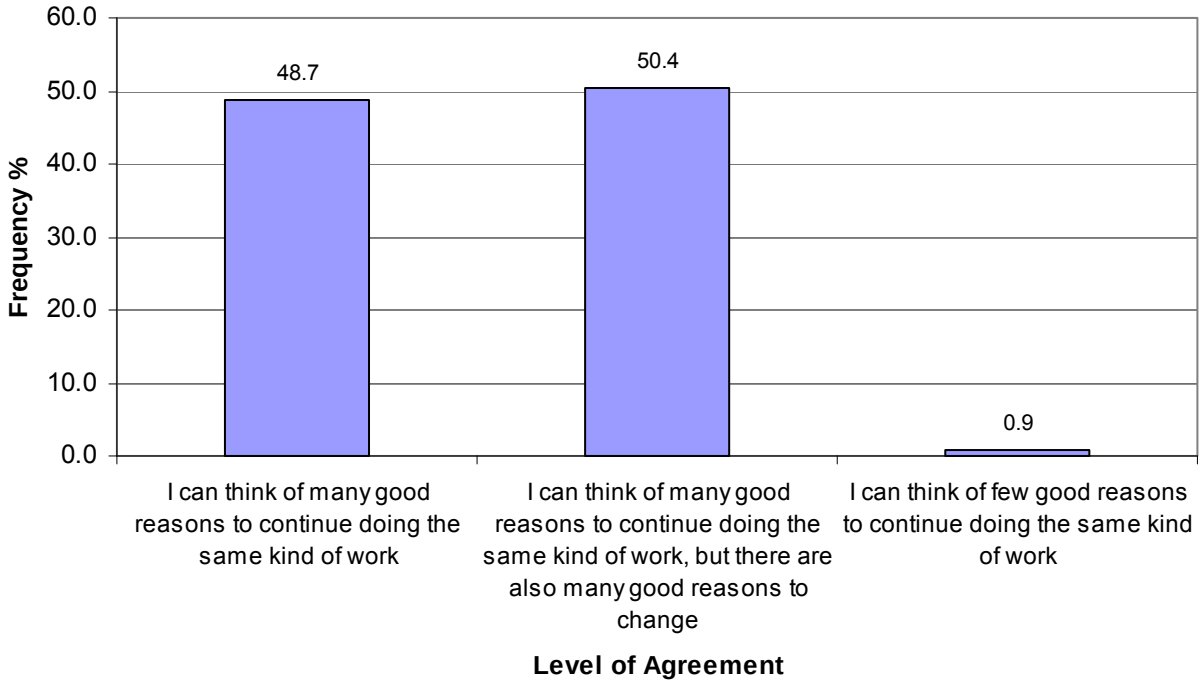

Figure 24. Reasons to do work

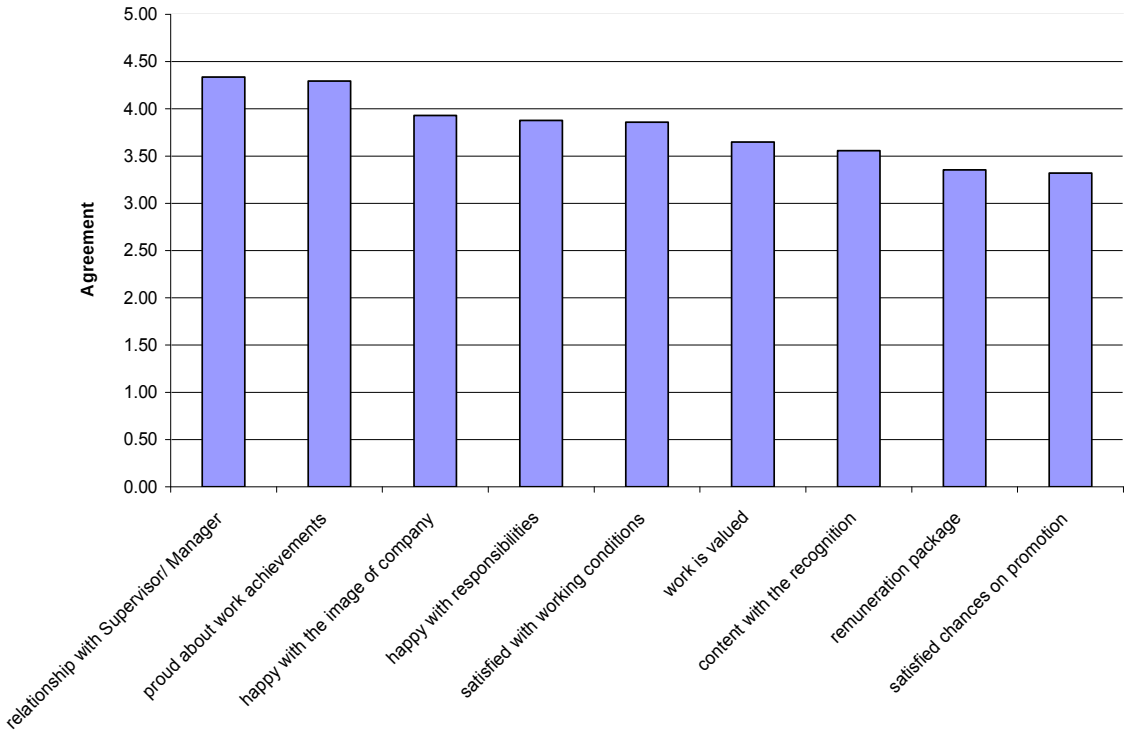

Figure 25. Motivational factors

From Table 2 and Figures 17 to 25 it is clear that respondents rate both their work and the company highly. With regard to comparing the company to other companies and their kind of work to other work, respondents rate the company and the work better than most others, with little difference in variation.

Respondents displayed a high level of desire to work at both the company and do the kind of work they do. They indicated many good reasons to remain in the company and continue with their current work.

Figure 25 indicates that respondents show high agreement on all the measured, possible effects on commitment. All nine questions were rated at an average level of higher than 3.2 which is regarded as an acceptable level of agreement (Maurer & Pierce, 1998). This measure confirms the positive responses obtained by the Conversion Model items.

“Relationship with supervisor” and “proud about work achievements” display the highest level of agreement. Respondents feeling towards their remuneration package and the chances on promotion display higher levels of variance which indicate lower levels of agreement.

5.1.3 Descriptive statistics of the Self-Efficacy measuring instrument

The following Table (Table 3) reflects the minimum and maximum score, mean, standard deviation and variance by General Self-Efficacy item (Section B of the questionnaire).

TABLE 3. THE GENERAL SELF-EFFICACY SCALE (GSE)

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
I find it extremely unpleasant to be afraid	113	1	7	4.03	1.790	3.205
I sometimes avoid difficult tasks	113	1	7	2.40	1.264	1.599
I am a very determined person.	113	1	7	1.96	1.113	1.239
I set my mind to a task almost nothing can stop me.	113	1	7	1.95	.822	.676
I have a lot of self-confidence	113	1	7	2.42	1.124	1.264
I am at my best when I am really challenged	113	1	7	2.01	.921	.848
I believe that it is shameful to give up something I started	113	1	7	2.60	1.430	2.045
I have more than the average amount of self-determination	113	1	7	2.10	.855	.732
Sometimes things just don't seem worth the effort.	113	1	7	3.14	1.563	2.444
I would rather not try something that I'm not good at.	113	1	6	2.96	1.356	1.838
I have more fears than most people.	113	1	7	2.19	1.141	1.301
I find it difficult to take risks.	113	1	6	2.62	1.277	1.631
People have a lot of problems but none they will not eventually be able to solve	113	1	7	2.62	1.358	1.845
I can succeed in almost any endeavour to which I set my mind.	113	1	7	2.58	1.108	1.229
Nothing is impossible if I really put my mind to it	113	1	7	1.84	.727	.528
I feel I am better off to rely on myself for a solution when things are looking bad	113	1	7	3.12	1.341	1.799
When put to the test I would remain true to my ideas.	113	1	7	2.01	.818	.670
If a person believes in himself, he/she can make it in the world.	113	1	7	1.77	.856	.732
I feel that chances are very good that I can achieve my goals in life.	113	1	7	1.95	.800	.640

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
In general I agree that "if first I do not succeed, I'll try again".	113	1	7	1.91	.797	.635
When I have difficulty getting what I want, I try harder	113	1	7	1.89	.772	.596
I excel at few things.	113	1	7	4.35	1.585	2.514
I have often burned the midnight oil to finish a task before the deadline	113	1	7	2.14	1.469	2.158
I have more willpower than most people	113	1	7	2.18	.879	.772
I become frustrated when I experience physical discomfort	113	1	7	4.72	1.405	1.973
Nothing is worth subjecting myself to pain for, if I can avoid it.	113	1	7	4.55	1.427	2.036
I would endure physical discomfort to complete a task because I just don't like to give up.	113	1	7	2.27	1.128	1.272
Total Self-efficacy Score	113	47	111	77.01	10.264	105.348
Valid N (list wise)	113					

Table 3 indicates that respondents generally strongly agree that “nothing is impossible if they set their minds to it” (Item 15) and “when they have difficulty getting what they want, they try harder” (Item 21). These items also display the lowest level of variance.

The lowest level of agreement is Item 25, “I become frustrated when I experience physical discomfort” and Item 26, “nothing is worth subjecting myself to pain for, if I can avoid it”.

The following four items (1, 22, 25 and 26) display a high degree of variance:

- I find it extremely unpleasant to be afraid
- I excel at few things
- I become frustrated when I experience physical discomfort
- Nothing is worth subjecting myself to pain for, if I can avoid it

High variance levels could be a reason for low agreeability on items 25 and 26 and could also be the result of the clarity (understandability) of the statement.

The Total Self-efficacy Score is displayed in figure 26.

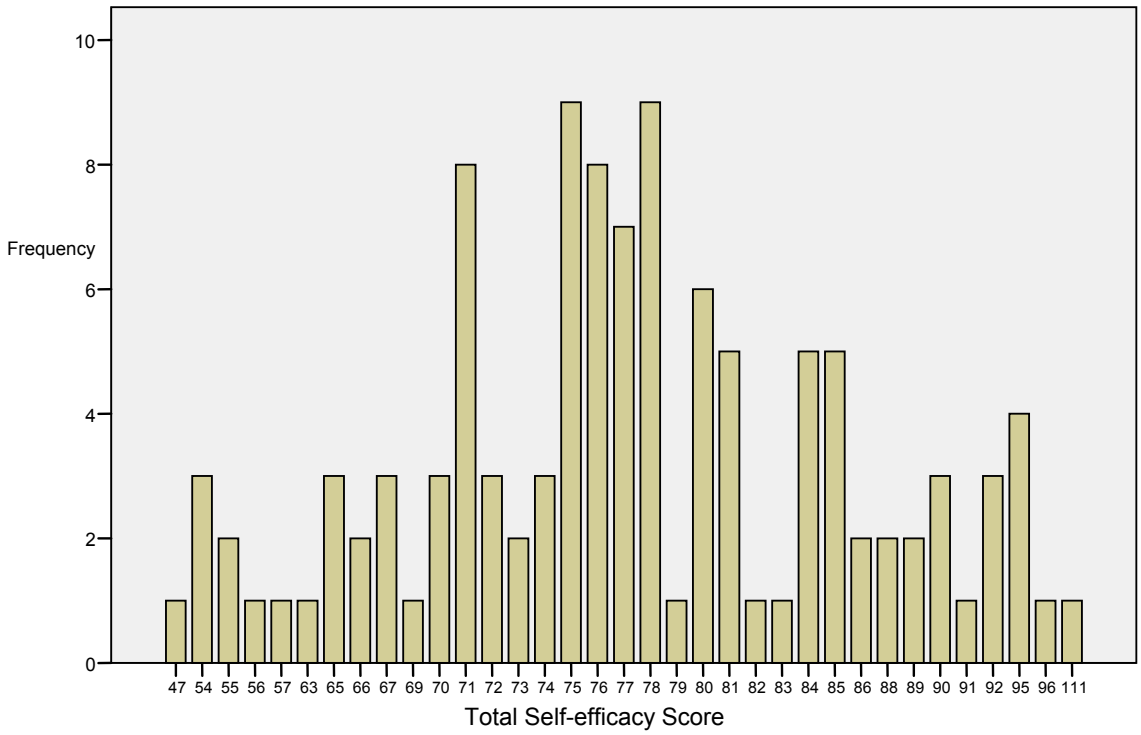

Figure 26. Total Self-efficacy Score Distribution

The figure shows a cluster of responses between 71 and 78, with a mean of 77.01. The general shape of the frequency distribution approximate a normal distribution.

5.2 RELIABILITY OF THE SELF-EFFICACY SCALE

Reliability is important when variables developed from summated scales are used as predictor components. Since summated scales are an assembly of interrelated items designed to measure underlying constructs, it is necessary to know whether the same set of items would elicit the same responses if the same questions are recast and re-administered to the same respondents. Variables derived from test instruments are declared to be reliable only when they provide stable and reliable responses over a repeated administration of the test (Hatcher, 1994).

The reliability option in SPSS (SPSS 15.0 for Windows, 2007) provides an effective tool for computing Cronbach's Alpha, which is a numerical coefficient of reliability.

Cronbach's Alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct". The construct is the hypothetical variable that is being measured (Hatcher, 1994).

Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of multi-point formatted questionnaires or scales (i.e., rating scale: 1 = agree, 7 = disagree). The higher the alpha coefficient, the more reliable the generated scale. Nunnaly (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature.

The attained Cronbach Alpha of 0.86 is higher than 0.70 which indicates an acceptable reliability level.

Correlation analysis is often used to identify if a relationship between one or more variables exist, or internal consistency of the questionnaire. It furthermore provides insight into the underlying constructs of items measuring a particular variable. Items 2, 9, 13 and 16 display inter-item correlations lower than 0.3 on all other items. The inter-item correlation matrix is appended as Appendix 2.

5.2.1 Analysis of Conversion Model segment by Self-Efficacy score

In this two-way analysis the Total Self-Efficacy score was binned into four quartiles. Quartile 1 contains the most efficacious 25% of respondents, while Quartile 4 contains the least efficacious 25%.

The number of respondents by self-efficacy quartile per commitment segment is reflected in Table 4.

TABLE 4. SELF-EFFICACY QUARTILES PER COMMITMENT SEGMENT

			matrix				
			Ambassador	Company orientated	Career orientated	Uncommitted	Total
Total Self-efficacy Score (Binned)	Quartile1	Count	20	3	5	1	29
		% within Total Self-efficacy Score (Binned)	69.0%	10.3%	17.2%	3.4%	100.0%
	Quartile2	Count	21	4	6	1	32
		% within Total Self-efficacy Score (Binned)	65.6%	12.5%	18.8%	3.1%	100.0%
	Quartile3	Count	18	2	6	2	28
		% within Total Self-efficacy Score (Binned)	64.3%	7.1%	21.4%	7.1%	100.0%
	Quartile4	Count	15	0	2	7	24
		% within Total Self-efficacy Score (Binned)	62.5%	0.0%	8.3%	29.2%	100.0%
Total		Count	74	9	19	11	113
		% within Total Self-efficacy Score (Binned)	65.5%	8.0%	16.8%	9.7%	100.0%

It is clear from Table 4 that less self-efficacious employees tend to be less committed to either the company or their occupation. Higher levels of self-efficacy are more prevalent in the three committed segments (Ambassador, company orientated and career orientated). This will be investigated further under the inferential analysis.

The box and whisker plot is a graphic way of summarizing a set of data measured on an interval scale. It is often used in exploratory data analysis to show the shape of the distribution, its central value, and variability. The figure produced indicate +/- 2 standard errors of the mean – above and below the mean (maximum and minimum values at the ends of the line), the lower and upper quartiles (edges of the box), and the median (line through the figure).

The following box-and-whisker plots (Figure 27 to 33) visually represent how the Self-efficacy scores are spread and how much variation there is. Therefore, the box-and-whisker analysis makes it easier to focus attention on the median, extremes, quartiles and comparisons among them.

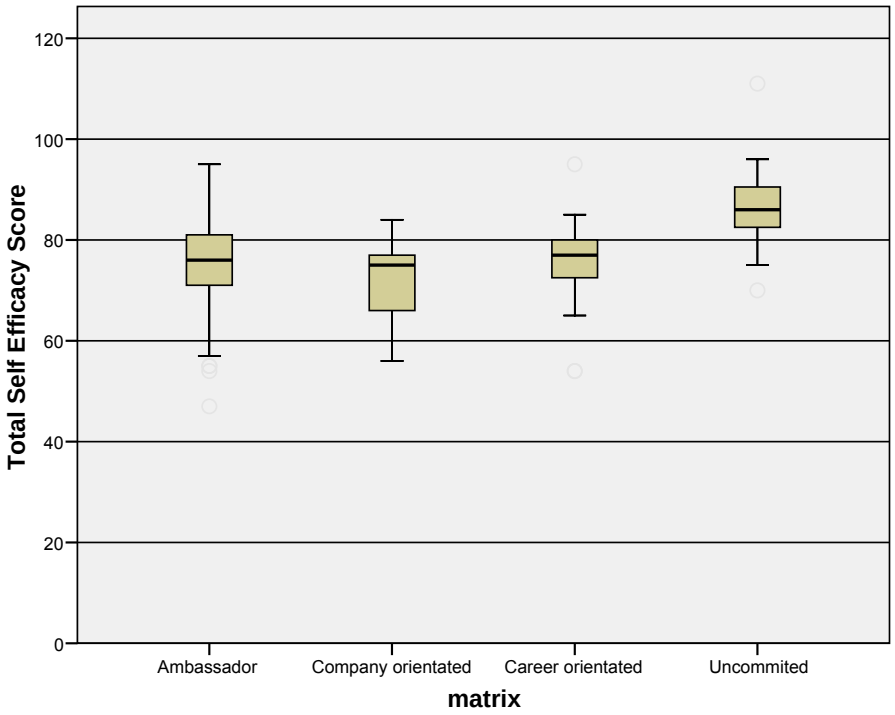

Figure 27. Box and Whisker: Total Self-efficacy Score

From Figure 27, there is an indication that the ambassador, company orientated and career orientated scores can be grouped together and compared with the uncommitted scores on self-efficacy. The uncommitted scores indicate a lower level of commitment, whilst the ambassadors, company orientated and career orientated scores all indicate some higher level of commitment measurement.

High scores on the self-efficacy scale indicate low levels of self-efficacy. The uncommitted group therefore has the lowest level of self-efficacy. The ambassadors, company orientated and career orientated scores indicate a higher level of self-efficacy measurement.

TABLE 5. SELF-EFFICACY DIFFERENCES BETWEEN CONVERSION MODEL GROUPS

Values Mean SE score	Ambassador 76.5	Company orientated 72.7	Career orientated 75.2	Uncommitted 87.1
Ambassador t value p value		 1.14 0.26	 0.54 0.59	 3.33 0.00*
Company orientated t value p value			 0.64 0.53	 3.26 0.00*
Career orientated t value p value				 3.04 0.01*
Uncommitted				

p≤0.05*

Table 5 displays the t-values which are an indicator of the significance of differences. The t-value for ambassador is 3.33, company orientated is 3.26 and career orientated is 3.04. When the means are compared, Table 5 indicates a significant difference between the means of the uncommitted group (87.1) and the "committed group" (ambassador (76.5), company orientated (72.7), career orientated (75.2)).

This finding was further investigated by computing a Chi-Square test (Table 6)

TABLE 6. CHI-SQUARE TEST

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.632	9	0.05

From Table 6 a significant (p≤0,05) association is indicated. Clear differences are evident from these associations.

5.2.1.1 Box and Whiskers analysis of Conversion Model segments on Self-efficacy by demographics

Appendix 2 (Cross Tabs by demographic) contains two-way tables reflecting binned self-efficacy scores within each demographic and commitment segment. Box plots of the mean SE score by demographic are displayed in Figures 28 to 33.

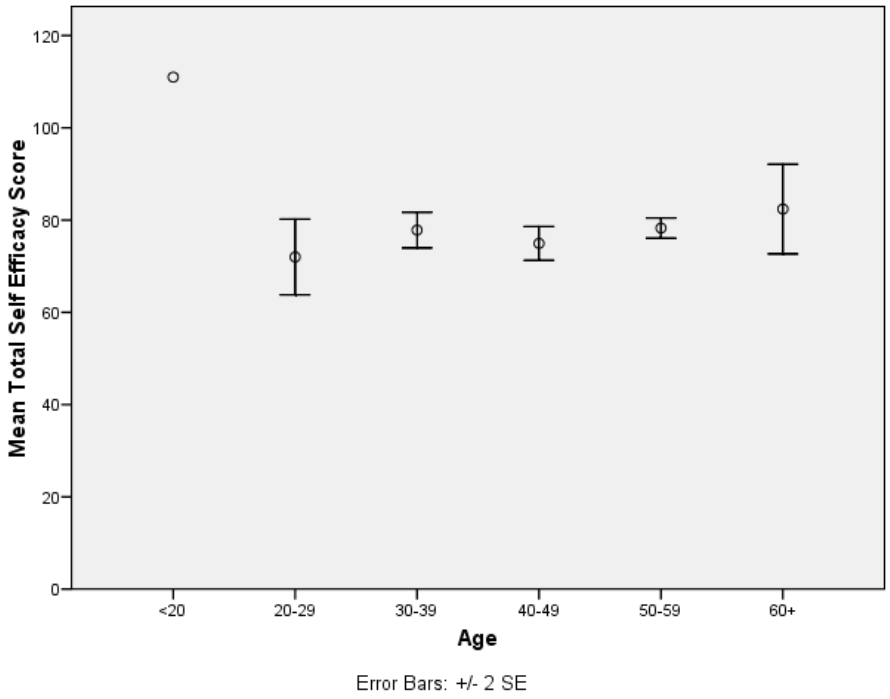

Figure 28. Box and Whisker: Age

An inspection of Figure 28 indicates little difference between the age groups. Chi-square tests by specific age group are reflected in the following table.

TABLE 7. CHI SQUARE: AGE

Age		Value	df	Asymp. Sig. (2-sided)
<20	Pearson Chi-Square			
	N of Valid Cases	1		
20-29	Pearson Chi-Square	18.229	9	0.033
	Likelihood Ratio	13.915	9	0.125
	Linear-by-Linear Association	5.541	1	0.019
	N of Valid Cases	11		
30-39	Pearson Chi-Square	8.282	9	0.506
	Likelihood Ratio	9.508	9	0.392
	Linear-by-Linear Association	0.165	1	0.685
	N of Valid Cases	24		
40-49	Pearson Chi-Square	8.009	9	0.533
	Likelihood Ratio	7.548	9	0.580
	Linear-by-Linear Association	2.959	1	0.085
	N of Valid Cases	35		
50-59	Pearson Chi-Square	25.379	9	0.003
	Likelihood Ratio	25.325	9	0.003
	Linear-by-Linear Association	0.012	1	0.912
	N of Valid Cases	37		
60+	Pearson Chi-Square			
	N of Valid Cases	5		

Significant associations were found in the age groups 20-29 and 50-59. Employees displaying higher levels of self-efficacy in these age groups were more likely to fall within the committed segment.

Figure 29. Box and Whisker: Gender

An inspection of Figure 29 indicates little difference between males and females. Chi-square tests by gender are reflected in the following table.

TABLE 8. CHI-SQUARE: GENDER

Chi-Square Tests

Gender		Value	df	Asymp. Sig. (2-sided)
male	Pearson Chi-Square	14.365	9	0.110
	Likelihood Ratio	13.899	9	0.126
	Linear-by-Linear Association	1.300	1	0.254
	N of Valid Cases	81		
female	Pearson Chi-Square	14.934	9	0.093
	Likelihood Ratio	15.468	9	0.079
	Linear-by-Linear Association	1.898	1	0.168
	N of Valid Cases	32		

Chi-square tests indicate no significant association between self-efficacy and commitment by gender.

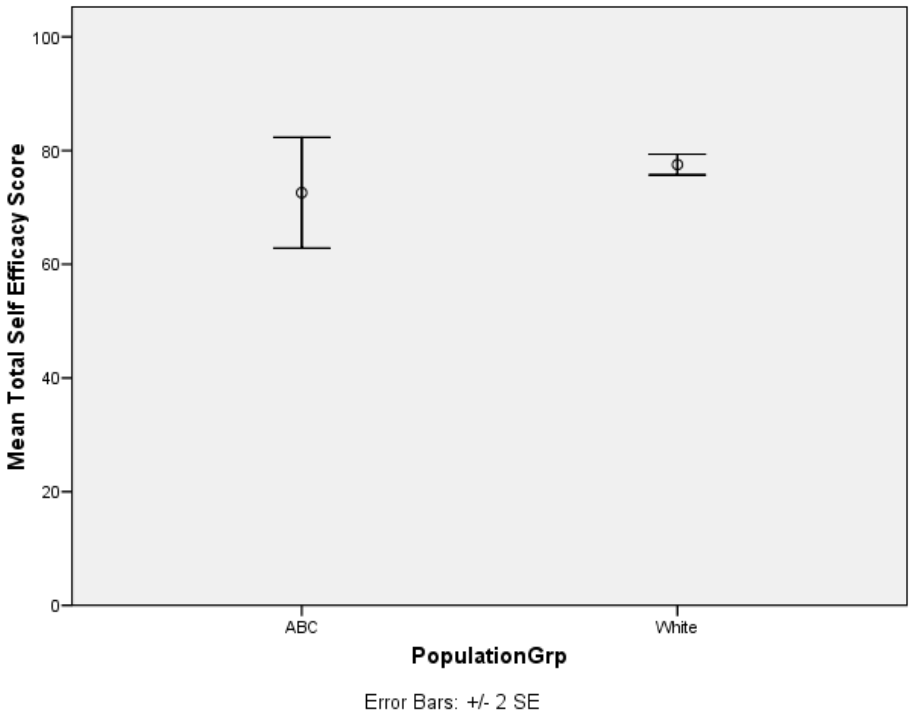

Figure 30. Box and Whisker: Population Group (combined)

Table 9 displays the association between self-efficacy and commitment by population group.

TABLE 9. CHI-SQUARE: POPULATION GROUP

Population Group		Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Asian	Pearson Chi-Square	2.000	1	0.157		
	Continuity Correction	0.000	1	1.000		
	Likelihood Ratio	2.773	1	0.096		
	Fisher's Exact Test				1.000	0.500
	Linear-by-Linear Association	1.000	1	0.317		
	N of Valid Cases	2				
Black	Pearson Chi-Square	3.750	1	0.053		
	Continuity Correction(a)	1.276	1	0.259		
	Likelihood Ratio	4.463	1	0.035		
	Fisher's Exact Test				0.133	0.133
	Linear-by-Linear Association	3.375	1	0.066		
	N of Valid Cases	10				
White	Pearson Chi-Square	12.728	9	0.175		
	Likelihood Ratio	13.608	9	0.137		
	Linear-by-Linear Association	0.752	1	0.386		
	N of Valid Cases	101				

Chi-square tests indicate no significant association between self-efficacy and commitment by population group.

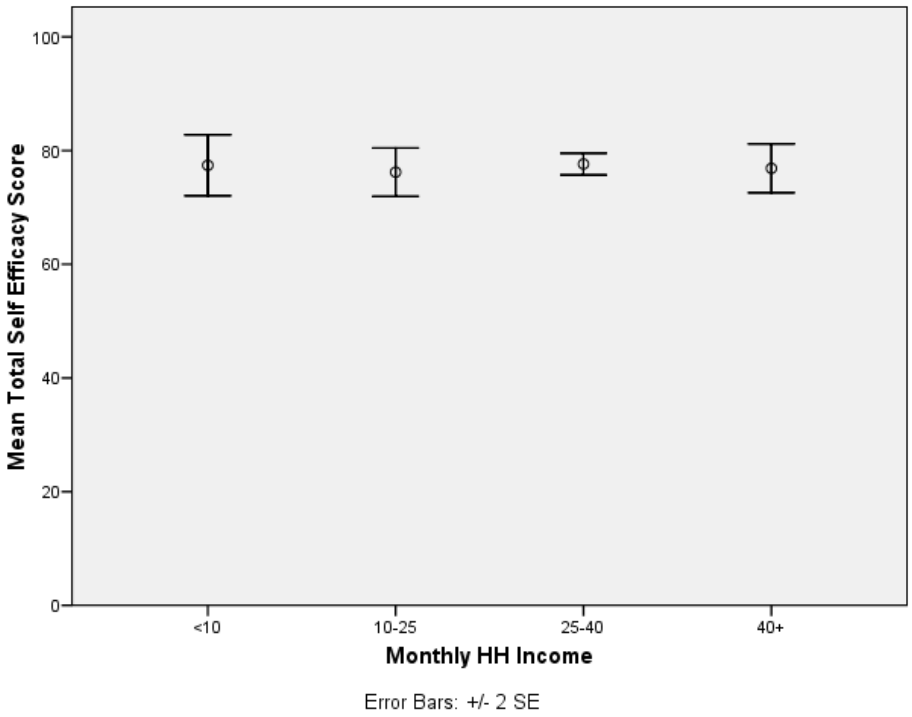

Figure 31. Box and Whisker: Monthly Household Income

An inspection of Figure 31 indicates little difference between income groups. Chi-square tests by monthly household income group are reflected in the following table.

TABLE 10. CHI-SQUARE: HOUSEHOLD INCOME

Monthly HH Income		Value	df	Asymp. Sig. (2-sided)
<10	Pearson Chi-Square	19.747	9	0.020
	Likelihood Ratio	15.425	9	0.080
	Linear-by-Linear Association	2.004	1	0.157
	N of Valid Cases	17		
10-25	Pearson Chi-Square	11.534	9	0.241
	Likelihood Ratio	14.535	9	0.105
	Linear-by-Linear Association	0.218	1	0.641
	N of Valid Cases	29		
25-40	Pearson Chi-Square	9.174	9	0.421
	Likelihood Ratio	10.085	9	0.344
	Linear-by-Linear Association	0.369	1	0.543
	N of Valid Cases	33		

Monthly HH Income		Value	df	Asymp. Sig. (2-sided)
40+	Pearson Chi-Square	11.333	9	0.254
	Likelihood Ratio	13.781	9	0.130
	Linear-by-Linear Association	1.048	1	0.306
	N of Valid Cases	34		

It is evident from Table 10 that employees with a household income of less than R10 000 display an association between self-efficacy and employee commitment.

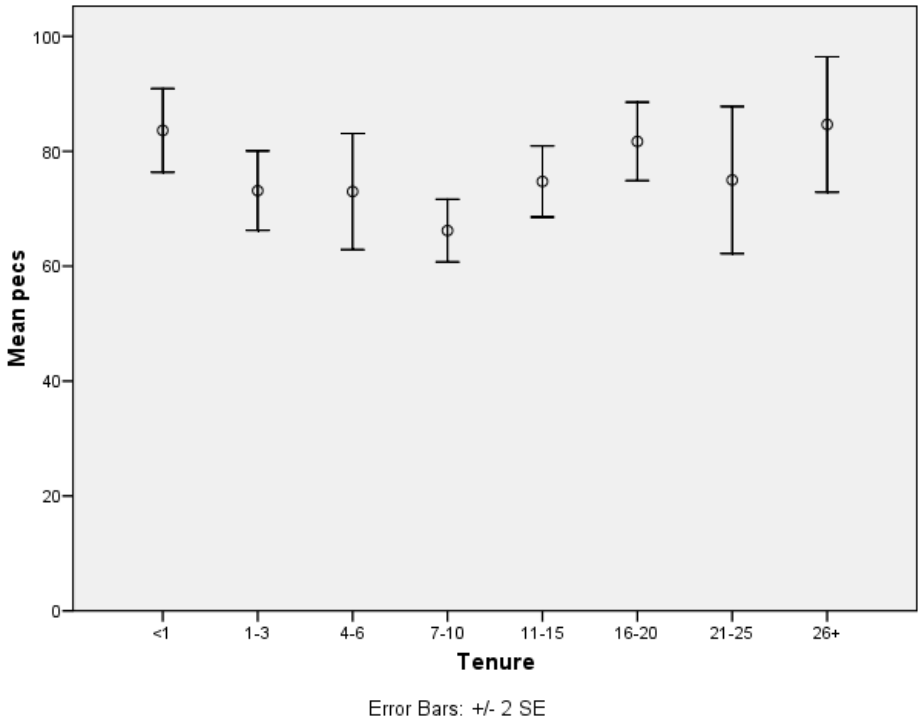

Figure 32. Box and Whisker: Tenure

An inspection of Figure 32 indicates differences between tenure groups. Chi-square tests by tenure group are reflected in the following table.

TABLE 11. CHI-SQUARE: TENURE

Tenure		Value	df	Asymp. Sig. (2-sided)
<1	Pearson Chi-Square	5.320	6	0.503
	Likelihood Ratio	6.951	6	0.325
	Linear-by-Linear Association	0.136	1	0.712
	N of Valid Cases	22		
1-3	Pearson Chi-Square	21.432	9	0.011
	Likelihood Ratio	12.672	9	0.178
	Linear-by-Linear Association	6.026	1	0.014
	N of Valid Cases	14		
4-6	Pearson Chi-Square	14.000	4	0.007
	Likelihood Ratio	11.148	4	0.025
	Linear-by-Linear Association	5.470	1	0.019
	N of Valid Cases	7		
7-10	Pearson Chi-Square	2.222	2	0.329
	Likelihood Ratio	2.911	2	0.233
	Linear-by-Linear Association	1.500	1	0.221
	N of Valid Cases	5		
11-15	Pearson Chi-Square	4.785	6	0.572
	Likelihood Ratio	6.649	6	0.355
	Linear-by-Linear Association	0.163	1	0.686
	N of Valid Cases	31		
16-20	Pearson Chi-Square	10.267	9	0.329
	Likelihood Ratio	12.092	9	0.208
	Linear-by-Linear Association	0.399	1	0.528
	N of Valid Cases	24		
21-25	Pearson Chi-Square	4.000	2	0.135
	Likelihood Ratio	5.545	2	0.063
	Linear-by-Linear Association	2.455	1	0.117
	N of Valid Cases	4		
26+	Pearson Chi-Square	2.400	2	0.301
	Likelihood Ratio	2.634	2	0.268
	Linear-by-Linear Association	1.786	1	0.181
	N of Valid Cases	6		

A significant association between self-efficacy and commitment were found amongst 1 to 6 year tenure groups.

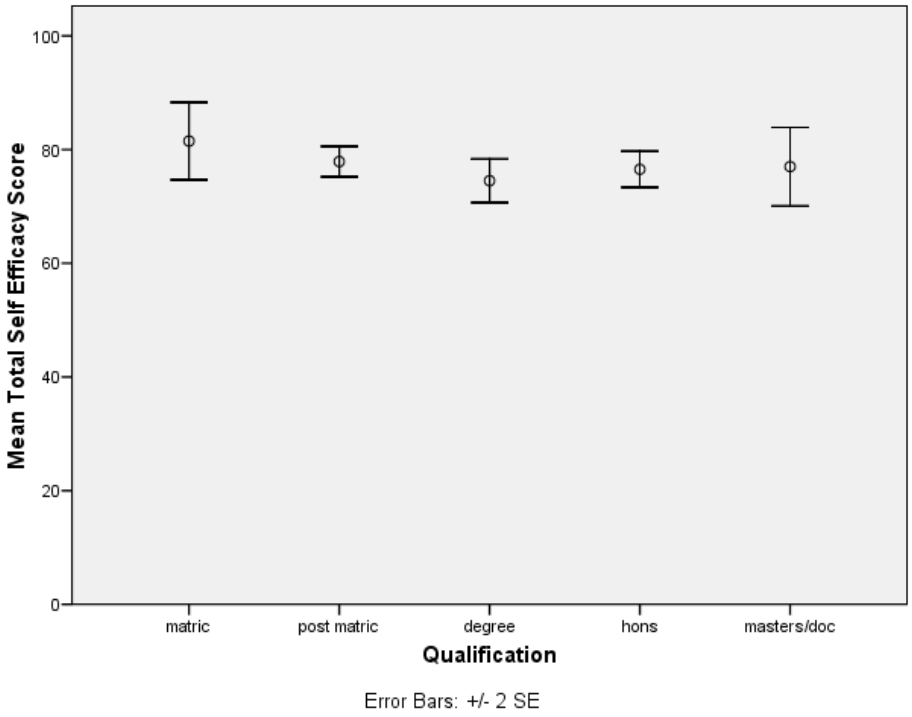

Figure 33. Box and Whisker: Qualification

An inspection of Figure 33 indicates little difference between qualification groups. Chi-square tests by qualification group are reflected in the following table.

TABLE 12. CHI-SQUARE: QUALIFICATION

Qualification		Value	df	Asymp. Sig. (2-sided)
Matric	Pearson Chi-Square	16.000	9	0.067
	Likelihood Ratio	18.729	9	0.028
	Linear-by-Linear Association	6.607	1	0.010
	N of Valid Cases	12		
Post Matric	Pearson Chi-Square	8.417	9	0.493
	Likelihood Ratio	10.072	9	0.345
	Linear-by-Linear Association	0.869	1	0.351
	N of Valid Cases	39		

Qualification		Value	df	Asymp. Sig. (2-sided)
Degree	Pearson Chi-Square	7.065	6	0.315
	Likelihood Ratio	6.888	6	0.331
	Linear-by-Linear Association	0.574	1	0.449
	N of Valid Cases	33		
Hons	Pearson Chi-Square	5.915	6	0.433
	Likelihood Ratio	6.636	6	0.356
	Linear-by-Linear Association	0.028	1	0.867
	N of Valid Cases	13		
Masters/Doc	Pearson Chi-Square	9.697	9	0.376
	Likelihood Ratio	11.052	9	0.272
	Linear-by-Linear Association	5.010	1	0.025
	N of Valid Cases	16		

According to the analysis reflected in Table 12 no significant association were indicated.

Figures 28 to 33 indicate that 20-29 and 60+ age groups display higher levels of variance compared to the other age groups. Asian, Coloured and Black combined, also display more variance in SE responses.

In order to investigate the magnitude of the mean differences displayed in the above analysis, ANOVA one way analysis was used.

5.2.2 ANOVA one way analysis

In general, the purpose of analysis of variance (ANOVA) is to test for significant differences between means. The assumption with a t-test or ANOVA, is that the distribution of the sample means is normally distributed. The ANOVA is based on the fact that two independent estimates of the population variance can be obtained from the sample data. A ratio is formed for the two estimates, where:
One is sensitive to treatment and error between groups estimate, and the other to error within group estimate.

For the purpose of this study the one-way ANOVA analysis are used, as there is a single independent variable (employee commitment) with several levels and multiple observations at each level.

Table 13 reflects the self-efficacy mean scores by employee commitment group.

TABLE 13.: TOTAL SELF-EFFICACY SCORE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Ambassador	74	76.51	9.684	1.126	74.27	78.76	47	95
Company orientated	9	72.67	8.515	2.838	66.12	79.21	56	84
Career orientated	19	75.16	10.106	2.319	70.29	80.03	54	95
Uncommitted	11	87.09	10.784	3.251	79.85	94.34	70	111
Total	113	77.01	10.264	0.966	75.10	78.92	47	111

Levene's test is an inferential statistic used to assess the equality of variance in different samples. Some common statistical procedures assume that variances of the populations from which different samples are drawn, are equal. Levene's test assesses this assumption. It tests the null hypothesis that the population variances are equal. If the resulting p-value of Levene's test is less than some critical value (typically .05), the obtained differences in sample variances are unlikely to have occurred based on random sampling. Thus, the null hypothesis of equal variances is rejected and it is concluded that there is a difference between the variances in the population. Levene's Statistic is reflected in Table 14.

TABLE 14. TEST OF HOMOGENEITY OF VARIANCES

Total Self-efficacy Score

Levene Statistic	df1	df2	Sig.
0.020	3	109	0.996

Levene's statistic confirms no significant difference between the variances of scores of the ambassador, company orientated, career orientated and uncommitted employees, with a 0.996 probability. Based on this finding and the t-tests reported on in the previous section, it was decided to collapse the three

"committed segments" (ambassador, company oriented and career oriented). This collapsed group, together with the uncommitted group were then subjected to a one-way analysis of variance.

The following table indicate the results of the one way analysis of variance.

TABLE 15. ANOVA ONE WAY ANALYSIS OF VARIANCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,371.069	3	457.023	4.777	0.004
Within Groups	10,427.922	109	95.669		
Total	11,798.991	112			

The significance of the F value (4.777) indicates that the average self-efficacy across the groups is different. From Table 15 the indication is clear that uncommitted employees have a lower level of self-efficacy.

5.3 DISCRIMINANT ANALYSIS

Discriminant analysis is used to model the value of a categorical dependent variable based on its relationship to one or more predictors. Given a set of independent variables, discriminant analysis attempts to find linear combinations of those variables that best separate the groups of cases.

In Table 16 the independent or predictor variables are displayed and their significance in discriminating between the committed and uncommitted dependant groups.

TABLE 16. TEST OF EQUALITY OF GROUP MEANS

	Wilks' Lambda	F	df1	df2	Sig.
I find it extremely unpleasant to be afraid	0.987	1.419	1	111	0.236
I sometimes avoid difficult tasks	0.999	0.119	1	111	0.731
I am a very determined person.	0.959	4.707	1	111	0.032
I set my mind to a task almost nothing can stop me.	0.878	15.458	1	111	0.000
I have a lot of self-confidence	0.938	7.321	1	111	0.008
I am at my best when I am really challenged	0.963	4.258	1	111	0.041
I believe that it is shameful to give up something I started	0.969	3.537	1	111	0.063
I have more than the average amount of self-determination	0.879	15.308	1	111	0.000
Sometimes things just don't seem worth the effort.	0.974	2.989	1	111	0.087
I would rather not try something that I'm not good at.	1.000	0.008	1	111	0.928
I have more fears than most people.	0.997	0.353	1	111	0.554
I find it difficult to take risks.	0.994	0.625	1	111	0.431
People have a lot of problems but none they will not eventually be able to solve	0.998	0.259	1	111	0.612
I can succeed in almost any endeavour to which I set my mind.	0.945	6.466	1	111	0.012
Nothing is impossible if I really put my mind to it	0.898	12.657	1	111	0.001
I feel I am better off to rely on myself for a solution when things are looking bad	0.998	0.167	1	111	0.683
When put to the test I would remain true to my ideas.	0.953	5.449	1	111	0.021
If a person believes in himself, he/she can make it in the world.	0.930	8.309	1	111	0.005
I feel that chances are very good that I can achieve my goals in life.	0.939	7.199	1	111	0.008
In general I agree that "if first I do not succeed, I'll try again".	0.886	14.287	1	111	0.000
When I have difficulty getting what I want, I try harder	0.899	12.430	1	111	0.001
I excel at few things.	1.000	0.025	1	111	0.874
I have often burned the midnight oil to finish a task before the deadline	0.977	2.622	1	111	0.108
I have more willpower than most people	0.942	6.828	1	111	0.010
I become frustrated when I experience physical discomfort	0.996	0.493	1	111	0.484
Nothing is worth subjecting myself to pain for, if I can avoid it.	0.998	0.204	1	111	0.653
I would endure physical discomfort to complete a task because I just don't like to give up.	0.966	3.961	1	111	0.049

The test of equality of group means measure each independent variable's potential. Each test displays the result of a one-way ANOVA for the independent variable (self-efficacy) using the group variable as the factor. The higher the F score, the bigger the difference between the groups. Table 16 concludes that the

following items indicate a level of significance in discriminating between the groups:

- If I set my mind to a task almost nothing can stop me.
- I have more than the average amount of self-determination
- Nothing is impossible if I really put my mind to it
- In general I agree that "if first I do not succeed, I'll try again".
- When I have difficulty getting what I want, I try harder

5.3.1 Stepwise Discriminant Analysis

The most common application of discriminant function analysis is to include many measures in the study, in order to determine the ones that best discriminate between groups. The stepwise method is often useful, as it selects the most predictive variables to use. It starts with a model that does not include any of the predictor variables. At each step the predictor with the highest F value that exceeds the entry criteria is added. The variables left out of the analysis at the last step all have F values smaller than 3.84.

The stepwise analysis is appended as Appendix 3. From the F values, the following items could be identified as important items for discrimination:

- If I set my mind to a task almost nothing can stop me
- I have more than the average amount of self-determination
- In general I agree that "if first I do not succeed, I'll try again".

5.4 CHAPTER SUMMARY

In this chapter the results of the empirical study were reported. The research aims as formulated in Chapter 3 were investigated according to the results of the empirical study. The results of and considerations regarding the empirical study were also considered. In Chapter 6 the conclusions of the research will be discussed, after which recommendations will be made.

CHAPTER 6

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

To be able to address the general objective of the study, namely, to investigate the influence of self-efficacy on employee commitment, a literature review was conducted and reported regarding an overview of employee commitment and its measurement, as well as self-efficacy and its measurement. This was discussed in chapters two and three. In chapter four the empirical part of the research process was outlined, focusing on the gathering of the data and the statistical techniques that were used to analyse the data. The statistical results were reported in chapter five. Chapter 6 aims to present conclusions. Reference will be made to the limitations of the research, and to offer recommendations regarding additional research.

6.2 CONCLUSIONS

This dissertation focused on the possible relationship between self-efficacy and employee commitment. Conclusions are now formulated regarding the theoretical and the empirical objectives.

6.2.1 Literature Review

The conclusions below can be stated regarding the theoretical aims of the research:

The first aim, namely to conceptualise employee (work and organisational) commitment and self-efficacy was achieved in Chapter 2 and 3.

In terms of this conceptualisation it was identified that commitment is not a uni-dimensional construct. Satisfaction or loyalty is not sufficient in predicting commitment. Psychological commitment should also be taken in account. Hofmeyr and Rice (2000) indicate the concept of commitment is four folded:

- It accounts for an employee's personal involvement in a specific decision,
- The attraction of alternative options,
- The degree of ambivalence and
- Employee satisfaction.

Commitment changes over time as the needs and circumstances of the employees change. When measuring commitment in employees, it is important to measure both how committed employees are to the job they do as well as how committed they are to the organisation that they work for. Maintaining employee commitment in the business environment is probably one of the most important challenges the new world of work brings.

Positive well-being requires an optimistic sense of personal self-efficacy. Perceived self-efficacy can be defined as a person's beliefs about his/her capabilities to organise or execute the necessary actions required to manage prospective situations (Bandura, 1986). There are four ways that self-efficacy can be learned, namely mastery experience, vicarious experiences, social persuasion and physical/ affective status. Efficacious people choose to repeatedly perform more challenging tasks.

From the literature it was demonstrated that the self-efficacy construct is a way of conceptualising one of the personal qualities of individuals who seem particularly effective at responding to the demands of life. It displays a positive outlook, strong belief in one's capabilities and commitment to the goals and aspirations one sets for oneself. Self-efficacy stresses the importance of being a participant in shaping one's own destiny and one's daily experience. It represents a

motivational element regarding the areas of life that make cognitive and emotional sense.

The literature study reflected that a theoretical relationship exists between self-efficacy and employee commitment. Self-efficacy is a construct that exhibits positive organisational characteristics like orientation to work, job satisfaction and personal commitment.

6.2.2 Empirical Study

The first empirical aim, namely to measure and investigate a possible relationship between self-efficacy and employee commitment, was achieved in Chapter 4 and 5. Biographical variables, as well as certain motivators (hygiene factors and true motivators) do play a role in employee commitment.

Measured against the results published in other research studies, the employees in this study reflect a high level of self-efficacy and high levels of employee commitment.

The correlations carried out showed that employees with high levels of self-efficacy possess higher levels of employee commitment. However a significant correlation could not be established amongst all commitment subgroups. Collapsing the tree commitment subgroups (ambassador, career oriented and company oriented) did however result in a significant correlation.

The results of the study confirmed that employee commitment is a multifaceted concept, and that its components display some significant relationships with the self-efficacy constructs. The practically significant relationships are those between the ambassadors, company and organisational orientated employees versus uncommitted employees.

According to the demographic analysis there is a significant association between the different age groups, population groups and income groups. Employees with a less than 6 year tenure do not indicate a relationship between involvement and commitment. Results indicate that the White population group tend to have higher self-efficacy levels than the combined group (Asian and Blacks).

With regard to the predictive value of self-efficacy on employee commitment, the results of this study partly support the stated predictions that self-efficacy displays predictive value concerning employee commitment. An individual who has a high level of self-efficacy, is more likely than someone with a low level of self-efficacy, to be motivated, to be spurred on to great efforts, to continue in his/ her efforts in the face of adversity. Such a person, who is committed in himself, is more likely to be committed to the organisation.

6.3 LIMITATIONS OF THE RESEARCH

This research project is not without limitations. With regard to the literature review, limited literature seems to exist on the relationship between self-efficacy and employee commitment. This lack of information limited the determination of a theoretical relationship.

Due to the relatively small sample size, limited conclusions are possible. The sample size also appears to be rather homogenous. Thus in terms of the South African context the sample group was not very diverse. Insofar as biographical type variables influence people's commitment to the organisation, their self-efficacy, the present study's results were inadequate.

Only self-report measures were used, which may affect the validity of the results. There are, however, indications of both statistical and practical significance of results. The findings of this project are consistent with those of other similar

research projects based on larger sample sizes (Global Employee Commitment Report, 2005).

The results in this project are from one single organisation and can therefore not be generalised for other organisations. The normality of the data was tested and could not be confirmed as a normal distribution of data. This might be due to the fact that 18% of the sample group falls within Top Management.

The survey was handed out to Top Management as part of a wellness program and Top Management might have manipulated data to improve their perception of psychological wellness.

Another limitation affecting the findings is the time of year that the survey was conducted. It was done in December 2006 when most employees are either on leave or getting ready to go on leave. December is also the month in which most employees receive their annual bonus and remuneration issues might be at a lower level compared to other months.

6.4 RECOMMENDATIONS

This study generated several application-oriented suggestions as well as suggestions for further research. The following recommendations based on the results of this study can be formulated for the sugar manufacturing organisation:

- It could recruit and select individuals who display a high level of self-efficacy as potential employees. However, before the Company begins selecting potential employees only on the basis of these characteristics, more research is required.

- It can use employees' profiles on the Employee Commitment Matrix to discuss the breadth and levels of self-efficacy as to gain a broader perspective of available options for improvement.

- It can contribute to the development of its employees' employee commitment by providing training on the self-efficacy dimensions that exhibit a significant correlation with employee commitment.

This is also relevant to the application of leadership development, with its current focus on coaching and mentoring.

The following recommendations for further research can be made, based on the empirical results of this study:

- Perceived levels of self-efficacy may be regarded as a health-related variable falling within the view of positive psychology, and as such deserve to be explored further in future research so as to add to this relatively new body of research.

- Self-efficacy is key to achieving the fortuitous ends envisioned by the positive psychology movement such as authentic happiness, commitment, self-worth, and creativity. The relationship between self-efficacy and other positive psychology variables should be researched in order to determine such relationships.

It is recommended that the other psycho-fortological constructs, namely: sense of coherence, locus of control, hardiness, potency and learned resourcefulness should also be considered, to determine the degree to which this information can contribute towards compiling a more holistic approach toward employee commitment.

Additional research is required to examine the relationships between self-efficacy and employee commitment. By enhancing the size of the sample group, more convincing results may be obtained.

Future research should focus on qualitative research so as to provide more information on the nature of self-efficacy. Thus richer and more diverse material for analysis will be obtained. This can be done by administering an open-ended questionnaire to subjects in order to gather statements on the possible sources of a positive level of self-efficacy. These statements can then be analysed according to their content to arrive at additional sources of perceived high self-efficacy levels.

The multi-faceted employee commitment construct should be further analysed and studied so as to put an end to the domination of the attitudinal approach to studying employee commitment. From this study it is clear that loyalty, satisfaction and commitment are three separate constructs.

To enhance external validity, future research efforts should focus on obtaining a larger and more representative sample.

Future research might also explore the possibility of the existence self-efficacy profiles within different occupational groups or professions. For example, does the profile of an engineer differ from that of a training consultant or an executive?

6.5 CHAPTER SUMMARY

Within this final chapter, conclusions were reached in terms of both the literature review and the empirical study, followed by a consideration of the limitations to the research. This chapter ended with a few recommendations, derived from this investigation.

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APPENDIX 1

EMPLOYEE COMMITMENT QUESTIONNAIRE

EMPLOYEE COMMITMENT QUESTIONNAIRE

Dear respondent,

Thank you for your time and willlingness to participate in this research project. Your cooperation in completing this questionnaire is highly appreciated!

This project aims to investigate your dedication or loyalty to what you do and to the company you work for and how you see your self in this relationship. Please answer all the questions as honestly as possible. You should be able to complete the questionnaire in approximately 20 minutes. The questionnaire is completed anonymously, thereby providing full confidentiality. Please complete ALL the questions.

FOR OFFICE USE

Respondent number	1		3

SECTION A: EMPLOYEE COMMITMENT

The following questions are about THE COMPANY (Tsb Sugar) YOU WORK FOR.

We are doing research on how committed people are to their work and the company. We know that the two are not the same... a person can be committed to the kind of work they do, but not to the company they work for. Or they can be committed to the company they work for and not committed to the kind of work they do.

1. Imagine an ideal company. Now think about Tsb Sugar. When you take into account everything that you look for in a company, how would you rate Tsb Sugar - on a scale from '1' to '10' - where '1' means it is terrible and '10' means it is perfect?

	Terrible									Perfect	4-5
Company	1	2	3	4	5	6	7	8	9	10	

2. When you think of other companies you could work for, how do you rate Tsb Sugar in comparison to them?

Tsb Sugar is better than most others	1	6
Tsb Sugar is about the same as most others	2	

Tsb Sugar is worse than most others	3	

3. People can work at a company because it's just a way to make a living. Or people can work at a company because you really want to. Using a scale from '1' to '4' – where '1' means it's something I really want to do; and '4' is it's just a way to make a living. – how would you rate working at Tsb Sugar?

It is something I really want to do.	1	7
	2	
	3	
It is just a way to make a living.	4	

4. Please indicate which of these three statements best describes your feelings about Tsb Sugar:

I can think of many good reasons for continuing to work at Tsb Sugar, and no good reasons to work somewhere else.	1	8
I can think of many good reasons for continuing to work at Tsb Sugar but there are also many good reasons to work somewhere else.	2	
I can think of few good reasons to continue working at Tsb Sugar, and there are many good reasons to work somewhere else.	3	

The following questions are about the TYPE OF WORK YOU DO.

5. Now let's think about the work you do. When you think about everything that you look for in a job, how would you rate the work you do, again on a scale from '1' to '10' – where '1' means it's terrible and '10' means it's perfect?

	Terrible									Perfect	9-10
Job	1	2	3	4	5	6	7	8	9	10	

6. Now think about others kinds of work you could do, how do you rate the work that you're doing at the moment compared to the other kinds of work you could do?

My work is better than most other types of work	1	11
My work is neither better nor worse than most other types of work	2	
My work is worse than most other types of work	3	

7. Is the kind of work you do at the moment just away to make a living – or is it something that you really want to do? Using a scale of '1' to '4' – where '1' means the work you do is something you really want to do, but '4' means it's just a way to make a living, how would you rate the work you are doing at the moment?

Doing this kind of work is something I really want to do.	1	12
	2	
	3	
Doing this kind of work is just a way to make a living.	4	

8. Please indicate which of these three statements best describes your feelings about the work you do:

I can think of many good reasons to continue doing the same kind of work.	1	13
I can think of many good reasons to continue doing the same kind of work, but there are also many good reasons to change to something else.	2	
I can think of few good reasons to continue doing the same kind of work.	3	

9. We'd like to find out how you feel after reading the following work related statements. We will use a scale from 1 to 5, where "1" equals strongly disagree and 5 "strongly agree".

	Disagree Agree					
I am satisfied with my remuneration package	1	2	3	4	5	14
I have a satisfactory relationship with my Supervisor/ Manager	1	2	3	4	5	15
I feel proud about my work achievements	1	2	3	4	5	16
I am content with the recognition I receive	1	2	3	4	5	17
I feel the work I do at Tsb Sugar is valued	1	2	3	4	5	18
I am happy with my responsibilities at work	1	2	3	4	5	19
I am satisfied with my chances on promotion	1	2	3	4	5	20
I am happy with the image of Tsb Sugar	1	2	3	4	5	21
I am satisfied with my working conditions	1	2	3	4	5	22

SECTION B: SELF VALUE

INSTRUCTIONS:

The following statements concerns attitudes or feelings you might have about yourself and your performance on a variety of tasks. Please indicate the extent to which you agree or disagree with each of these statements by making a cross (X) in the space at one end of the scale, or the other if you completely agree or completely disagree. Place a cross (X) in the space second from the end if you somewhat agree or somewhat disagree and place a cross (X) in the space third from the end if you only slightly agree or slightly disagree. Place your cross (X) in the middle of the scale if you neither agree nor disagree. Most important: work quickly and give your first impression.

10. I find it extremely unpleasant to be afraid.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	23

11. I sometimes avoid difficult tasks.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	24

12. I am a very determined person.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	25

13. Once I set my mind to a task almost nothing can stop me.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	26

14. I have a lot of self-confidence.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	27

15. I am at my best when I am really challenged.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	28

16. I believe that it is shameful to give up something I started.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	29

17. I have more than the average amount of self-determination.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	30

18. Sometimes things just don't seem worth the effort.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	31

19. I would rather not try something that I'm not good at.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	32

20. I have more fears than most people.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	33

21. I find it difficult to take risks.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	34

22. People have a lot of problems but none they will not eventually be able to solve.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	35

23. I can succeed in almost any endeavour to which I set my mind.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 36

24. Nothing is impossible if I really put my mind to it.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 37

25. I feel I am better off to rely on myself for a solution when things are looking bad.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 38

26. When put to the test I would remain true to my ideas.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 39

27. If a person believes in himself, he/she can make it in the world.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 40

28. I feel that chances are very good that I can achieve my goals in life.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 41

29. In general I agree that “if first I do not succeed, I’ll try again”.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 42

30. When I have difficulty getting what I want, I try harder.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 43

31. I excel at few things.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 44

32. I have often burned the midnight oil to finish a task before the deadline.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 45

33. I have more willpower than most people.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 46

34. I become frustrated when I experience physical discomfort.

Strongly agree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly disagree — 47

35. Nothing is worth subjecting myself to pain for, if I can avoid it.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	48

36. I would endure physical discomfort to complete a task because I just don't like to give up.

Strongly agree	1	2	3	4	5	6	7	Strongly disagree	49

SECTION C: DEMOGRAPHIC INFORMATION

Please complete all the following questions by indicating your answer with a cross ("X") in the relevant block. .

37.Your Age	*Under 20*	*20-29*	*30-39*	*40-49*	*50-59*	*60+*	50

38.Gender	*Male*	*Female*	51

39.Marital Status	*Single*	*Married*	*Divorced*	*Widowed*	*Separated*	*Living with a partner*	52

40.Population Group	*Asian*	*Black/African*	*Coloured*	*White*	53

41. Divisions	*Malelane Mill*	*Komati Mill*	*Quality Sugars*	*Cane Supply*	*Cane Production*	Tsb International	RSSC	GFC	54

Monthly Household Income refers to the total income before any deductions (tax, transport, housing, etc.). This income refers to the total income generated by any Household member. A Household member is a person who shares the dining room table on a permanent basis.

42.Monthly Household Income	<R10,000	R10,001 – R25,000	R25,001 – R40,000	R40 000+	55

43.How many years have you een employed by TSB Sugar?	*< 1 year*	*1 year – 3 years*	*4 years – 6 years*	*7 years – 10 years*	*56*
	11 years – 15 years	16 years – 20 years	21 years – 25 years	26 years +	

44.Highest Qualification	*Matric or equivalent*	*Non degree: Post Matric Qualification*	*Degree*	*Honours Degree*	*Masters/ Doctors Degree*	*57*

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT!!

APPENDIX 2

CROSS TABS BY DEMOGRAPHIC

Total Self Efficacy Score (Binned) * matrix Crosstabulation

			matrix				
			Ambassador	Company orientated	Career orientated	Uncommited	Total
Total Self Efficacy Score (Binned)	Quartile1	Count	20	3	5	1	29
		% within Total Self Efficacy Score (Binned)	69.0%	10.3%	17.2%	3.4%	100.0%
	Quartile2	Count	21	4	6	1	32
		% within Total Self Efficacy Score (Binned)	65.6%	12.5%	18.8%	3.1%	100.0%
	Quartile3	Count	18	2	6	2	28
		% within Total Self Efficacy Score (Binned)	64.3%	7.1%	21.4%	7.1%	100.0%
	Quartile4	Count	15	0	2	7	24
		% within Total Self Efficacy Score (Binned)	62.5%	0.0%	8.3%	29.2%	100.0%
Total		Count	74	9	19	11	113
		% within Total Self Efficacy Score (Binned)	65.5%	8.0%	16.8%	9.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.632(a)	9	0.055
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	0.159	0.098	1.696	0.093
Ordinal by Ordinal	Spearman Correlation	0.110	0.098	1.167	0.246
N of Valid Cases		113			

Total Self Efficacy Score (Binned) * matrix * Age Crosstabulation

Age				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
<20	Total Self Efficacy Score (Binned)	Quartile4	Count				1	1
			% within Total Self Efficacy Score (Binned)				100.0%	100.0%
	Total		Count				1	1
			% within Total Self Efficacy Score (Binned)				100.0%	100.0%
20-29	Total Self Efficacy Score (Binned)	Quartile1	Count	4	1	0	0	5
			% within Total Self Efficacy Score (Binned)	80.0%	20.0%	0.0%	0.0%	100.0%
		Quartile2	Count	2	0	0	0	2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile3	Count	1	0	2	0	3
			% within Total Self Efficacy Score (Binned)	33.3%	0.0%	66.7%	0.0%	100.0%
		Quartile4	Count	0	0	0	1	1
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	0.0%	100.0%	100.0%
	Total		Count	7	1	2	1	11
			% within Total Self Efficacy Score (Binned)	63.6%	9.1%	18.2%	9.1%	100.0%
30-39	Total Self Efficacy Score (Binned)	Quartile1	Count	6	0	1	0	7
			% within Total Self Efficacy Score (Binned)	85.7%	0.0%	14.3%	0.0%	100.0%
		Quartile2	Count	4	1	2	0	7
			% within Total Self Efficacy Score (Binned)	57.1%	14.3%	28.6%	0.0%	100.0%
		Quartile3	Count	2	1	1	0	4
			% within Total Self Efficacy Score (Binned)	50.0%	25.0%	25.0%	0.0%	100.0%
		Quartile4	Count	5	0	0	1	6
			% within Total Self Efficacy Score (Binned)	83.3%	0.0%	0.0%	16.7%	100.0%
	Total		Count	17	2	4	1	24
			% within Total Self Efficacy Score (Binned)	70.8%	8.3%	16.7%	4.2%	100.0%

Age				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
40-49	Total Self Efficacy Score (Binned)	Quartile1	Count	8	0	2	1	11
			% within Total Self Efficacy Score (Binned)	72.7%	0.0%	18.2%	9.1%	100.0%
		Quartile2	Count	5	0	4	1	10
			% within Total Self Efficacy Score (Binned)	50.0%	0.0%	40.0%	10.0%	100.0%
		Quartile3	Count	3	1	3	2	9
			% within Total Self Efficacy Score (Binned)	33.3%	11.1%	33.3%	22.2%	100.0%
		Quartile4	Count	2	0	1	2	5
			% within Total Self Efficacy Score (Binned)	40.0%	0.0%	20.0%	40.0%	100.0%
	Total		Count	18	1	10	6	35
			% within Total Self Efficacy Score (Binned)	51.4%	2.9%	28.6%	17.1%	100.0%
50-59	Total Self Efficacy Score (Binned)	Quartile1	Count	1	2	2	0	5
			% within Total Self Efficacy Score (Binned)	20.0%	40.0%	40.0%	0.0%	100.0%
		Quartile2	Count	9	3	0	0	12
			% within Total Self Efficacy Score (Binned)	75.0%	25.0%	0.0%	0.0%	100.0%
		Quartile3	Count	12	0	0	0	12
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile4	Count	5	0	1	2	8
			% within Total Self Efficacy Score (Binned)	62.5%	0.0%	12.5%	25.0%	100.0%
	Total		Count	27	5	3	2	37
			% within Total Self Efficacy Score (Binned)	73.0%	13.5%	8.1%	5.4%	100.0%
60+	Total Self Efficacy Score (Binned)	Quartile1	Count	1				1
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%
		Quartile2	Count	1				1
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%
		Quartile4	Count	3				3
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%
	Total		Count	5				5
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%

Chi-Square Tests

Age		Value	df	Asymp. Sig. (2-sided)
<20	Pearson Chi-Square			
	N of Valid Cases	1		
20-29	Pearson Chi-Square	18.229	9	0.033
	Likelihood Ratio	13.915	9	0.125
	Linear-by-Linear Association	5.541	1	0.019
	N of Valid Cases	11		
30-39	Pearson Chi-Square	8.282	9	0.506
	Likelihood Ratio	9.508	9	0.392
	Linear-by-Linear Association	0.165	1	0.685
	N of Valid Cases	24		
40-49	Pearson Chi-Square	8.009	9	0.533
	Likelihood Ratio	7.548	9	0.580
	Linear-by-Linear Association	2.959	1	0.085
	N of Valid Cases	35		
50-59	Pearson Chi-Square	25.379	9	0.003
	Likelihood Ratio	25.325	9	0.003
	Linear-by-Linear Association	0.012	1	0.912
	N of Valid Cases	37		
60+	Pearson Chi-Square			
	N of Valid Cases	5		

Symmetric Measures

Age			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
<20	Interval by Interval	Pearson's R				
	N of Valid Cases		1			
20-29	Interval by Interval	Pearson's R	0.744	0.161	3.344	0.009
	N of Valid Cases		11			
	Ordinal by Ordinal	Spearman Correlation	0.628	0.242	2.422	0.038
30-39	Interval by Interval	Pearson's R	0.085	0.207	0.398	0.694
	N of Valid Cases		24			
	Ordinal by Ordinal	Spearman Correlation	0.073	0.197	0.344	0.734
40-49	Interval by Interval	Pearson's R	0.295	0.166	1.774	0.085
	N of Valid Cases		35			
	Ordinal by Ordinal	Spearman Correlation	0.305	0.164	1.840	0.075
50-59	Interval by Interval	Pearson's R	-0.018	0.225	-0.109	0.914
	N of Valid Cases		37			
	Ordinal by Ordinal	Spearman Correlation	-0.180	0.220	-1.085	0.285
60+	Interval by Interval	Pearson's R	.(e)			
	N of Valid Cases		5			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * matrix * Gemder	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * matrix * Gemder Crosstabulation

Gender				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
male	Total Self Efficacy Score (Binned)	Quartile1	Count	13	0	5	1	19
			% within Total Self Efficacy Score (Binned)	68.4%	0.0%	26.3%	5.3%	100.0%
		Quartile2	Count	17	3	4	1	25
			% within Total Self Efficacy Score (Binned)	68.0%	12.0%	16.0%	4.0%	100.0%
		Quartile3	Count	13	0	4	2	19
			% within Total Self Efficacy Score (Binned)	68.4%	0.0%	21.1%	10.5%	100.0%
		Quartile4	Count	11	0	2	5	18
			% within Total Self Efficacy Score (Binned)	61.1%	0.0%	11.1%	27.8%	100.0%
	Total		Count	54	3	15	9	81
			% within Total Self Efficacy Score (Binned)	66.7%	3.7%	18.5%	11.1%	100.0%
female	Total Self Efficacy Score (Binned)	Quartile1	Count	7	3	0	0	10
			% within Total Self Efficacy Score (Binned)	70.0%	30.0%	0.0%	0.0%	100.0%
		Quartile2	Count	4	1	2	0	7
			% within Total Self Efficacy Score (Binned)	57.1%	14.3%	28.6%	0.0%	100.0%
		Quartile3	Count	5	2	2	0	9
			% within Total Self Efficacy Score (Binned)	55.6%	22.2%	22.2%	0.0%	100.0%
		Quartile4	Count	4	0	0	2	6
			% within Total Self Efficacy Score (Binned)	66.7%	0.0%	0.0%	33.3%	100.0%
	Total		Count	20	6	4	2	32
			% within Total Self Efficacy Score (Binned)	62.5%	18.8%	12.5%	6.3%	100.0%

Chi-Square Tests

Gender		Value	df	Asymp. Sig. (2-sided)
male	Pearson Chi-Square	14.365	9	0.110
	Likelihood Ratio	13.899	9	0.126
	Linear-by-Linear Association	1.300	1	0.254
	N of Valid Cases	81		
female	Pearson Chi-Square	14.934	9	0.093
	Likelihood Ratio	15.468	9	0.079
	Linear-by-Linear Association	1.898	1	0.168
	N of Valid Cases	32		

Symmetric Measures

Gender			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
male	Interval by Interval	Pearson's R	0.127	0.117	1.142	0.257
	Ordinal by Ordinal	Spearman Correlation	0.098	0.117	0.871	0.386
	N of Valid Cases		81			
female	Interval by Interval	Pearson's R	0.247	0.169	1.399	0.172
	Ordinal by Ordinal	Spearman Correlation	0.147	0.178	0.816	0.421
	N of Valid Cases		32			

Total Self Efficacy Score (Binned) * matrix * Population Group Crosstabulation

Population Group				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
asian	Total Self Efficacy Score (Binned)	Quartile2	Count	1			0	1
			% within Total Self Efficacy Score (Binned)	100.0%			0.0%	100.0%
		Quartile4	Count	0			1	1
			% within Total Self Efficacy Score (Binned)	0.0%			100.0%	100.0%
	Total		Count	1			1	2
			% within Total Self Efficacy Score (Binned)	50.0%			50.0%	100.0%
black	Total Self Efficacy Score (Binned)	Quartile1	Count	6		0		6
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%		100.0%
		Quartile3	Count	2		2		4
			% within Total Self Efficacy Score (Binned)	50.0%		50.0%		100.0%
	Total		Count	8		2		10
			% within Total Self Efficacy Score (Binned)	80.0%		20.0%		100.0%
white	Total Self Efficacy Score (Binned)	Quartile1	Count	14	3	5	1	23
			% within Total Self Efficacy Score (Binned)	60.9%	13.0%	21.7%	4.3%	100.0%
		Quartile2	Count	20	4	6	1	31
			% within Total Self Efficacy Score (Binned)	64.5%	12.9%	19.4%	3.2%	100.0%
		Quartile3	Count	16	2	4	2	24
			% within Total Self Efficacy Score (Binned)	66.7%	8.3%	16.7%	8.3%	100.0%
		Quartile4	Count	15	0	2	6	23
			% within Total Self Efficacy Score (Binned)	65.2%	0.0%	8.7%	26.1%	100.0%
	Total		Count	65	9	17	10	101
			% within Total Self Efficacy Score (Binned)	64.4%	8.9%	16.8%	9.9%	100.0%

Chi-Square Tests

Population Group		Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
asian	Pearson Chi-Square	2.000	1	0.157		
	Continuity Correction	0.000	1	1.000		
	Likelihood Ratio	2.773	1	0.096		
	Fisher's Exact Test				1.000	0.500
	Linear-by-Linear Association	1.000	1	0.317		
	N of Valid Cases	2				
black	Pearson Chi-Square	3.750	1	0.053		
	Continuity Correction(a)	1.276	1	0.259		
	Likelihood Ratio	4.463	1	0.035		
	Fisher's Exact Test				0.133	0.133
	Linear-by-Linear Association	3.375	1	0.066		
	N of Valid Cases	10				
white	Pearson Chi-Square	12.728	9	0.175		
	Likelihood Ratio	13.608	9	0.137		
	Linear-by-Linear Association	0.752	1	0.386		
	N of Valid Cases	101				

Symmetric Measures

Population Group			Value	Asymp. Std. Error(a)	Approx. T(b)	Approx. Sig.
asian	Interval by Interval	Pearson's R	1.000	0.000		
	Ordinal by Ordinal	Spearman Correlation	1.000	0.000		
	N of Valid Cases		2			
black	Interval by Interval	Pearson's R	0.612	0.198	2.191	0.060
	Ordinal by Ordinal	Spearman Correlation	0.612	0.198	2.191	0.060
	N of Valid Cases		10			
white	Interval by Interval	Pearson's R	0.087	0.106	0.866	0.389
	Ordinal by Ordinal	Spearman Correlation	0.032	0.105	0.321	0.749
	N of Valid Cases		101			

Total Self Efficacy Score (Binned) * matrix * Division Crosstabulation

Division				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
m mill	Total Self Efficacy Score (Binned)	Quartile1	Count	9	2	2	1	14
			% within Total Self Efficacy Score (Binned)	64.3%	14.3%	14.3%	7.1%	100.0%
		Quartile2	Count	8	3	2	1	14
			% within Total Self Efficacy Score (Binned)	57.1%	21.4%	14.3%	7.1%	100.0%
		Quartile3	Count	6	1	1	0	8
			% within Total Self Efficacy Score (Binned)	75.0%	12.5%	12.5%	0.0%	100.0%
		Quartile4	Count	10	0	2	5	17
			% within Total Self Efficacy Score (Binned)	58.8%	0.0%	11.8%	29.4%	100.0%
	Total		Count	33	6	7	7	53
			% within Total Self Efficacy Score (Binned)	62.3%	11.3%	13.2%	13.2%	100.0%
k mill	Total Self Efficacy Score (Binned)	Quartile1	Count	1		0	0	1
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%	0.0%	100.0%
		Quartile3	Count	3		2	1	6
			% within Total Self Efficacy Score (Binned)	50.0%		33.3%	16.7%	100.0%
	Total		Count	4		2	1	7
			% within Total Self Efficacy Score (Binned)	57.1%		28.6%	14.3%	100.0%
QS	Total Self Efficacy Score (Binned)	Quartile1	Count	1	0			1
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%			100.0%
		Quartile2	Count	2	1			3
			% within Total Self Efficacy Score (Binned)	66.7%	33.3%			100.0%
		Quartile3	Count	0	1			1
			% within Total Self Efficacy Score (Binned)	0.0%	100.0%			100.0%
	Total		Count	3	2			5
			% within Total Self Efficacy Score (Binned)	60.0%	40.0%			100.0%
c Sup	Total Self Efficacy Score (Binned)	Quartile1	Count	2	1			3
			% within Total Self Efficacy Score (Binned)	66.7%	33.3%			100.0%
		Quartile2	Count	2	0			2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%			100.0%
		Quartile3	Count	1	0			1
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%			100.0%
	Total		Count	5	1			6
			% within Total Self Efficacy Score (Binned)	83.3%	16.7%			100.0%
c prod	Total Self Efficacy Score (Binned)	Quartile1	Count	1				1
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%
	Total		Count	1				1
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%

Division				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
Tsb Int	Total Self Efficacy Score (Binned)	Quartile1	Count	1		1		2
			% within Total Self Efficacy Score (Binned)	50.0%		50.0%		100.0%
		Quartile2	Count	3		0		3
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%		100.0%
		Quartile4	Count	4		0		4
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%		100.0%
	Total		Count	8		1		9
			% within Total Self Efficacy Score (Binned)	88.9%		11.1%		100.0%
RSSC	Total Self Efficacy Score (Binned)	Quartile1	Count	3		2	0	5
			% within Total Self Efficacy Score (Binned)	60.0%		40.0%	0.0%	100.0%
		Quartile2	Count	5		4	0	9
			% within Total Self Efficacy Score (Binned)	55.6%		44.4%	0.0%	100.0%
		Quartile3	Count	3		2	1	6
			% within Total Self Efficacy Score (Binned)	50.0%		33.3%	16.7%	100.0%
		Quartile4	Count	1		0	2	3
			% within Total Self Efficacy Score (Binned)	33.3%		0.0%	66.7%	100.0%
	Total		Count	12		8	3	23
			% within Total Self Efficacy Score (Binned)	52.2%		34.8%	13.0%	100.0%
GFC	Total Self Efficacy Score (Binned)	Quartile3	Count	3		1		4
			% within Total Self Efficacy Score (Binned)	75.0%		25.0%		100.0%
	Total		Count	3		1		4
			% within Total Self Efficacy Score (Binned)	75.0%		25.0%		100.0%
GS	Total Self Efficacy Score (Binned)	Quartile1	Count	2				2
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%
		Quartile2	Count	1				1
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%
		Quartile3	Count	2				2
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%
	Total		Count	5				5
			% within Total Self Efficacy Score (Binned)	100.0%				100.0%

Total Self Efficacy Score (Binned) * matrix * Monthly HH Income Crosstabulation

Monthly HH Income				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
<10	Total Self Efficacy Score (Binned)	Quartile1	Count	4	0	2	0	6
			% within Total Self Efficacy Score (Binned)	66.7%	0.0%	33.3%	0.0%	100.0%
		Quartile2	Count	2	0	0	0	2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile3	Count	5	1	1	0	7
			% within Total Self Efficacy Score (Binned)	71.4%	14.3%	14.3%	0.0%	100.0%
		Quartile4	Count	0	0	0	2	2
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	0.0%	100.0%	100.0%
	Total		Count	11	1	3	2	17
			% within Total Self Efficacy Score (Binned)	64.7%	5.9%	17.6%	11.8%	100.0%
10-25	Total Self Efficacy Score (Binned)	Quartile1	Count	6	3	0	0	9
			% within Total Self Efficacy Score (Binned)	66.7%	33.3%	0.0%	0.0%	100.0%
		Quartile2	Count	2	1	2	1	6
			% within Total Self Efficacy Score (Binned)	33.3%	16.7%	33.3%	16.7%	100.0%
		Quartile3	Count	2	0	1	0	3
			% within Total Self Efficacy Score (Binned)	66.7%	0.0%	33.3%	0.0%	100.0%
		Quartile4	Count	8	0	1	2	11
			% within Total Self Efficacy Score (Binned)	72.7%	0.0%	9.1%	18.2%	100.0%
	Total		Count	18	4	4	3	29
			% within Total Self Efficacy Score (Binned)	62.1%	13.8%	13.8%	10.3%	100.0%
25-40	Total Self Efficacy Score (Binned)	Quartile1	Count	4	0	0	1	5
			% within Total Self Efficacy Score (Binned)	80.0%	0.0%	0.0%	20.0%	100.0%
		Quartile2	Count	8	2	4	0	14
			% within Total Self Efficacy Score (Binned)	57.1%	14.3%	28.6%	0.0%	100.0%
		Quartile3	Count	8	1	2	1	12
			% within Total Self Efficacy Score (Binned)	66.7%	8.3%	16.7%	8.3%	100.0%
		Quartile4	Count	1	0	0	1	2
			% within Total Self Efficacy Score (Binned)	50.0%	0.0%	0.0%	50.0%	100.0%
	Total		Count	21	3	6	3	33
			% within Total Self Efficacy Score (Binned)	63.6%	9.1%	18.2%	9.1%	100.0%
40+	Total Self Efficacy Score (Binned)	Quartile1	Count	6	0	3	0	9
			% within Total Self Efficacy Score (Binned)	66.7%	0.0%	33.3%	0.0%	100.0%
		Quartile2	Count	9	1	0	0	10
			% within Total Self Efficacy Score (Binned)	90.0%	10.0%	0.0%	0.0%	100.0%
		Quartile3	Count	3	0	2	1	6
			% within Total Self Efficacy Score (Binned)	50.0%	0.0%	33.3%	16.7%	100.0%
		Quartile4	Count	6	0	1	2	9
			% within Total Self Efficacy Score (Binned)	66.7%	0.0%	11.1%	22.2%	100.0%
	Total		Count	24	1	6	3	34
			% within Total Self Efficacy Score (Binned)	70.6%	2.9%	17.6%	8.8%	100.0%

Chi-Square Tests

Monthly HH Income		Value	df	Asymp. Sig. (2 sided)
<10	Pearson Chi-Square	19.747	9	0.020
	Likelihood Ratio	15.425	9	0.080
	Linear-by-Linear Association	2.004	1	0.157
	N of Valid Cases	17		
10-25	Pearson Chi-Square	11.534	9	0.241
	Likelihood Ratio	14.535	9	0.105
	Linear-by-Linear Association	0.218	1	0.641
	N of Valid Cases	29		
25-40	Pearson Chi-Square	9.174	9	0.421
	Likelihood Ratio	10.085	9	0.344
	Linear-by-Linear Association	0.369	1	0.543
	N of Valid Cases	33		
40+	Pearson Chi-Square	11.333	9	0.254
	Likelihood Ratio	13.781	9	0.130
	Linear-by-Linear Association	1.048	1	0.306
	N of Valid Cases	34		

Symmetric Measures

Monthly HH Income			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
<10	Interval by Interval	Pearson's R	0.354	0.249	1.465	0.163
	Ordinal by Ordinal	Spearman Correlation	0.341	0.277	1.406	0.180
	N of Valid Cases		17			
10-25	Interval by Interval	Pearson's R	0.088	0.168	0.460	0.649
	Ordinal by Ordinal	Spearman Correlation	0.011	0.183	0.060	0.953
	N of Valid Cases		29			
25-40	Interval by Interval	Pearson's R	0.107	0.209	0.602	0.552
	Ordinal by Ordinal	Spearman Correlation	0.078	0.188	0.437	0.665
	N of Valid Cases		33			
40+	Interval by Interval	Pearson's R	0.178	0.174	1.024	0.313
	Ordinal by Ordinal	Spearman Correlation	0.133	0.182	0.760	0.453
	N of Valid Cases		34			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * matrix * Tenure	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * matrix * Tenure Crosstabulation

Tenure				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
<1	Total Self Efficacy Score (Binned)	Quartile1	Count	4		1	0	5
			% within Total Self Efficacy Score (Binned)	80.0%		20.0%	0.0%	100.0%
		Quartile2	Count	2		1	0	3
			% within Total Self Efficacy Score (Binned)	66.7%		33.3%	0.0%	100.0%
		Quartile3	Count	4		1	0	5
			% within Total Self Efficacy Score (Binned)	80.0%		20.0%	0.0%	100.0%
		Quartile4	Count	7		0	2	9
			% within Total Self Efficacy Score (Binned)	77.8%		0.0%	22.2%	100.0%
	Total		Count	17		3	2	22
			% within Total Self Efficacy Score (Binned)	77.3%		13.6%	9.1%	100.0%
1-3	Total Self Efficacy Score (Binned)	Quartile1	Count	2	1	0	0	3
			% within Total Self Efficacy Score (Binned)	66.7%	33.3%	0.0%	0.0%	100.0%
		Quartile2	Count	7	1	1	0	9
			% within Total Self Efficacy Score (Binned)	77.8%	11.1%	11.1%	0.0%	100.0%
		Quartile3	Count	0	0	1	0	1
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	100.0%	0.0%	100.0%
		Quartile4	Count	0	0	0	1	1
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	0.0%	100.0%	100.0%
	Total		Count	9	2	2	1	14
			% within Total Self Efficacy Score (Binned)	64.3%	14.3%	14.3%	7.1%	100.0%
4-6	Total Self Efficacy Score (Binned)	Quartile1	Count	5	0		0	5
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%		0.0%	100.0%
		Quartile3	Count	0	1		0	1
			% within Total Self Efficacy Score (Binned)	0.0%	100.0%		0.0%	100.0%
		Quartile4	Count	0	0		1	1
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%		100.0%	100.0%
	Total		Count	5	1		1	7
			% within Total Self Efficacy Score (Binned)	71.4%	14.3%		14.3%	100.0%
7-10	Total Self Efficacy Score (Binned)	Quartile1	Count	0	0	2		2
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	100.0%		100.0%
		Quartile3	Count	1	1	1		3
			% within Total Self Efficacy Score (Binned)	33.3%	33.3%	33.3%		100.0%
	Total		Count	1	1	3		5
			% within Total Self Efficacy Score (Binned)	20.0%	20.0%	60.0%		100.0%

Tenure				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
11-15	Total Self Efficacy Score (Binned)	Quartile1	Count	3		0	1	4
			% within Total Self Efficacy Score (Binned)	75.0%		0.0%	25.0%	100.0%
		Quartile2	Count	6		3	0	9
			% within Total Self Efficacy Score (Binned)	66.7%		33.3%	0.0%	100.0%
		Quartile3	Count	5		3	1	9
			% within Total Self Efficacy Score (Binned)	55.6%		33.3%	11.1%	100.0%
		Quartile4	Count	6		1	2	9
			% within Total Self Efficacy Score (Binned)	66.7%		11.1%	22.2%	100.0%
	Total		Count	20		7	4	31
			% within Total Self Efficacy Score (Binned)	64.5%		22.6%	12.9%	100.0%
16-20	Total Self Efficacy Score (Binned)	Quartile1	Count	4	2	0	0	6
			% within Total Self Efficacy Score (Binned)	66.7%	33.3%	0.0%	0.0%	100.0%
		Quartile2	Count	3	3	1	1	8
			% within Total Self Efficacy Score (Binned)	37.5%	37.5%	12.5%	12.5%	100.0%
		Quartile3	Count	7	0	0	1	8
			% within Total Self Efficacy Score (Binned)	87.5%	0.0%	0.0%	12.5%	100.0%
		Quartile4	Count	1	0	0	1	2
			% within Total Self Efficacy Score (Binned)	50.0%	0.0%	0.0%	50.0%	100.0%
	Total		Count	15	5	1	3	24
			% within Total Self Efficacy Score (Binned)	62.5%	20.8%	4.2%	12.5%	100.0%
21-25	Total Self Efficacy Score (Binned)	Quartile1	Count	0		2		2
			% within Total Self Efficacy Score (Binned)	0.0%		100.0%		100.0%
		Quartile2	Count	1		0		1
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%		100.0%
		Quartile3	Count	1		0		1
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%		100.0%
	Total		Count	2		2		4
			% within Total Self Efficacy Score (Binned)	50.0%		50.0%		100.0%
26+	Total Self Efficacy Score (Binned)	Quartile1	Count	2		0		2
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%		100.0%
		Quartile2	Count	2		0		2
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%		100.0%
		Quartile4	Count	1		1		2
			% within Total Self Efficacy Score (Binned)	50.0%		50.0%		100.0%
	Total		Count	5		1		6
			% within Total Self Efficacy Score (Binned)	83.3%		16.7%		100.0%

Chi-Square Tests

Tenure		Value	df	Asymp. Sig. (2-sided)
<1	Pearson Chi-Square	5.320	6	0.503
	Likelihood Ratio	6.951	6	0.325
	Linear-by-Linear Association	0.136	1	0.712
	N of Valid Cases	22		
1-3	Pearson Chi-Square	21.432	9	0.011
	Likelihood Ratio	12.672	9	0.178
	Linear-by-Linear Association	6.026	1	0.014
	N of Valid Cases	14		
4-6	Pearson Chi-Square	14.000	4	0.007
	Likelihood Ratio	11.148	4	0.025
	Linear-by-Linear Association	5.470	1	0.019
	N of Valid Cases	7		
7-10	Pearson Chi-Square	2.222	2	0.329
	Likelihood Ratio	2.911	2	0.233
	Linear-by-Linear Association	1.500	1	0.221
	N of Valid Cases	5		
11-15	Pearson Chi-Square	4.785	6	0.572
	Likelihood Ratio	6.649	6	0.355
	Linear-by-Linear Association	0.163	1	0.686
	N of Valid Cases	31		
16-20	Pearson Chi-Square	10.267	9	0.329
	Likelihood Ratio	12.092	9	0.208
	Linear-by-Linear Association	0.399	1	0.528
	N of Valid Cases	24		
21-25	Pearson Chi-Square	4.000	2	0.135
	Likelihood Ratio	5.545	2	0.063
	Linear-by-Linear Association	2.455	1	0.117
	N of Valid Cases	4		
26+	Pearson Chi-Square	2.400	2	0.301
	Likelihood Ratio	2.634	2	0.268
	Linear-by-Linear Association	1.786	1	0.181
	N of Valid Cases	6		

Symmetric Measures

Tenure			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
<1	Interval by Interval	Pearson's R	0.081	0.202	0.361	0.722
	Ordinal by Ordinal	Spearman Correlation	0.045	0.216	0.199	0.844
	N of Valid Cases		22			
1-3	Interval by Interval	Pearson's R	0.681	0.180	3.220	0.007
	Ordinal by Ordinal	Spearman Correlation	0.458	0.277	1.784	0.100
	N of Valid Cases		14			
4-6	Interval by Interval	Pearson's R	0.955	0.037	7.181	0.001
	Ordinal by Ordinal	Spearman Correlation	1.000	.000(c)		
	N of Valid Cases		7			
7-10	Interval by Interval	Pearson's R	-0.612	0.223	-1.342	0.272
	Ordinal by Ordinal	Spearman Correlation	-0.645	0.230	-1.464	0.239
	N of Valid Cases		5			
11-15	Interval by Interval	Pearson's R	0.074	0.191	0.399	0.693
	Ordinal by Ordinal	Spearman Correlation	0.072	0.187	0.388	0.701
	N of Valid Cases		31			
16-20	Interval by Interval	Pearson's R	0.132	0.207	0.623	0.540
	Ordinal by Ordinal	Spearman Correlation	-0.043	0.219	-0.203	0.841
	N of Valid Cases		24			
21-25	Interval by Interval	Pearson's R	-0.905	0.057	-3.000	0.095
	Ordinal by Ordinal	Spearman Correlation	-0.943	0.079	-4.000	0.057
	N of Valid Cases		4			
26+	Interval by Interval	Pearson's R	0.598	0.256	1.491	0.210
	Ordinal by Ordinal	Spearman Correlation	0.548	0.235	1.309	0.261
	N of Valid Cases		6			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * matrix * Qualification	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * matrix * Qualification Crosstabulation

Qualification				matrix				Total
				Ambassador	Company orientated	Career orientated	Uncommited	
matric	Total Self Efficacy Score (Binned)	Quartile1	Count	2	0	0	0	2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile2	Count	2	1	1	0	4
			% within Total Self Efficacy Score (Binned)	50.0%	25.0%	25.0%	0.0%	100.0%
		Quartile3	Count	2	0	0	0	2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile4	Count	0	0	0	4	4
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	0.0%	100.0%	100.0%
	Total		Count	6	1	1	4	12
			% within Total Self Efficacy Score (Binned)	50.0%	8.3%	8.3%	33.3%	100.0%
post matric	Total Self Efficacy Score (Binned)	Quartile1	Count	3	3	3	0	9
			% within Total Self Efficacy Score (Binned)	33.3%	33.3%	33.3%	0.0%	100.0%
		Quartile2	Count	4	2	1	1	8
			% within Total Self Efficacy Score (Binned)	50.0%	25.0%	12.5%	12.5%	100.0%
		Quartile3	Count	8	1	3	1	13
			% within Total Self Efficacy Score (Binned)	61.5%	7.7%	23.1%	7.7%	100.0%
		Quartile4	Count	7	0	1	1	9
			% within Total Self Efficacy Score (Binned)	77.8%	0.0%	11.1%	11.1%	100.0%
	Total		Count	22	6	8	3	39
			% within Total Self Efficacy Score (Binned)	56.4%	15.4%	20.5%	7.7%	100.0%
degree	Total Self Efficacy Score (Binned)	Quartile1	Count	8	0	2		10
			% within Total Self Efficacy Score (Binned)	80.0%	0.0%	20.0%		100.0%
		Quartile2	Count	8	0	4		12
			% within Total Self Efficacy Score (Binned)	66.7%	0.0%	33.3%		100.0%
		Quartile3	Count	4	1	1		6
			% within Total Self Efficacy Score (Binned)	66.7%	16.7%	16.7%		100.0%
		Quartile4	Count	5	0	0		5
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%		100.0%
	Total		Count	25	1	7		33
			% within Total Self Efficacy Score (Binned)	75.8%	3.0%	21.2%		100.0%
hons	Total Self Efficacy Score (Binned)	Quartile1	Count	3		0	1	4
			% within Total Self Efficacy Score (Binned)	75.0%		0.0%	25.0%	100.0%
		Quartile2	Count	3		0	0	3
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%	0.0%	100.0%
		Quartile3	Count	3		2	0	5
			% within Total Self Efficacy Score (Binned)	60.0%		40.0%	0.0%	100.0%
		Quartile4	Count	1		0	0	1
			% within Total Self Efficacy Score (Binned)	100.0%		0.0%	0.0%	100.0%
	Total		Count	10		2	1	13
			% within Total Self Efficacy Score (Binned)	76.9%		15.4%	7.7%	100.0%
masters/doc	Total Self Efficacy Score (Binned)	Quartile1	Count	4	0	0	0	4
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile2	Count	4	1	0	0	5
			% within Total Self Efficacy Score (Binned)	80.0%	20.0%	0.0%	0.0%	100.0%
		Quartile3	Count	1	0	0	1	2
			% within Total Self Efficacy Score (Binned)	50.0%	0.0%	0.0%	50.0%	100.0%
		Quartile4	Count	2	0	1	2	5
			% within Total Self Efficacy Score (Binned)	40.0%	0.0%	20.0%	40.0%	100.0%
	Total		Count	11	1	1	3	16
			% within Total Self Efficacy Score (Binned)	68.8%	6.3%	6.3%	18.8%	100.0%

Chi-Square Tests

Qualification		Value	df	Asymp. Sig. (2-sided)
matric	Pearson Chi-Square	16.000	9	0.067
	Likelihood Ratio	18.729	9	0.028
	Linear-by-Linear Association	6.607	1	0.010
	N of Valid Cases	12		
post matric	Pearson Chi-Square	8.417	9	0.493
	Likelihood Ratio	10.072	9	0.345
	Linear-by-Linear Association	0.869	1	0.351
	N of Valid Cases	39		
degree	Pearson Chi-Square	7.065	6	0.315
	Likelihood Ratio	6.888	6	0.331
	Linear-by-Linear Association	0.574	1	0.449
	N of Valid Cases	33		
hons	Pearson Chi-Square	5.915	6	0.433
	Likelihood Ratio	6.636	6	0.356
	Linear-by-Linear Association	0.028	1	0.867
	N of Valid Cases	13		
masters/doc	Pearson Chi-Square	9.697	9	0.376
	Likelihood Ratio	11.052	9	0.272
	Linear-by-Linear Association	5.010	1	0.025
	N of Valid Cases	16		

Symmetric Measures

Qualification			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
matric	Interval by Interval	Pearson's R	0.775	0.109	3.878	0.003
	Ordinal by Ordinal	Spearman Correlation	0.761	0.163	3.712	0.004
	N of Valid Cases		12			
post matric	Interval by Interval	Pearson's R	-0.151	0.155	-0.931	0.358
	Ordinal by Ordinal	Spearman Correlation	-0.219	0.157	-1.367	0.180
	N of Valid Cases		39			
degree	Interval by Interval	Pearson's R	-0.134	0.130	-0.753	0.457
	Ordinal by Ordinal	Spearman Correlation	-0.080	0.150	-0.445	0.660
	N of Valid Cases		33			
hons	Interval by Interval	Pearson's R	-0.048	0.290	-0.160	0.876
	Ordinal by Ordinal	Spearman Correlation	0.018	0.303	0.058	0.954
	N of Valid Cases		13			
masters/doc	Interval by Interval	Pearson's R	0.578	0.157	2.650	0.019
	Ordinal by Ordinal	Spearman Correlation	0.547	0.163	2.445	0.028
	N of Valid Cases		16			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * Age * Qualification	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * Age * Qualification Crosstabulation

Qualification				Age						Total
				<20	20-29	30-39	40-49	50-59	60+	
matric	Total Self Efficacy Score (Binned)	Quartile1	Count	0	0	1	1			2
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	50.0%	50.0%			100.0%
		Quartile2	Count	0	0	2	2			4
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	50.0%	50.0%			100.0%
		Quartile3	Count	0	0	0	2			2
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	0.0%	100.0%			100.0%
		Quartile4	Count	1	1	1	1			4
			% within Total Self Efficacy Score (Binned)	25.0%	25.0%	25.0%	25.0%			100.0%
	Total		Count	1	1	4	6			12
			% within Total Self Efficacy Score (Binned)	8.3%	8.3%	33.3%	50.0%			100.0%
post matric	Total Self Efficacy Score (Binned)	Quartile1	Count		2	1	1	4	1	9
			% within Total Self Efficacy Score (Binned)		22.2%	11.1%	11.1%	44.4%	11.1%	100.0%
		Quartile2	Count		0	1	2	4	1	8
			% within Total Self Efficacy Score (Binned)		0.0%	12.5%	25.0%	50.0%	12.5%	100.0%
		Quartile3	Count		0	2	4	7	0	13
			% within Total Self Efficacy Score (Binned)		0.0%	15.4%	30.8%	53.8%	0.0%	100.0%
		Quartile4	Count		0	1	0	7	1	9
			% within Total Self Efficacy Score (Binned)		0.0%	11.1%	0.0%	77.8%	11.1%	100.0%
	Total		Count		2	5	7	22	3	39
			% within Total Self Efficacy Score (Binned)		5.1%	12.8%	17.9%	56.4%	7.7%	100.0%
degree	Total Self Efficacy Score (Binned)	Quartile1	Count		2	1	7	0	0	10
			% within Total Self Efficacy Score (Binned)		20.0%	10.0%	70.0%	0.0%	0.0%	100.0%
		Quartile2	Count		1	2	3	6	0	12
			% within Total Self Efficacy Score (Binned)		8.3%	16.7%	25.0%	50.0%	0.0%	100.0%
		Quartile3	Count		2	1	2	1	0	6
			% within Total Self Efficacy Score (Binned)		33.3%	16.7%	33.3%	16.7%	0.0%	100.0%
		Quartile4	Count		0	1	2	0	2	5
			% within Total Self Efficacy Score (Binned)		0.0%	20.0%	40.0%	0.0%	40.0%	100.0%
	Total		Count		5	5	14	7	2	33
			% within Total Self Efficacy Score (Binned)		15.2%	15.2%	42.4%	21.2%	6.1%	100.0%
hons	Total Self Efficacy Score (Binned)	Quartile1	Count		0	3	1	0		4
			% within Total Self Efficacy Score (Binned)		0.0%	75.0%	25.0%	0.0%		100.0%
		Quartile2	Count		0	2	0	1		3
			% within Total Self Efficacy Score (Binned)		0.0%	66.7%	0.0%	33.3%		100.0%
		Quartile3	Count		1	1	0	3		5
			% within Total Self Efficacy Score (Binned)		20.0%	20.0%	0.0%	60.0%		100.0%
		Quartile4	Count		0	1	0	0		1
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	0.0%	0.0%		100.0%
	Total		Count		1	7	1	4		13
			% within Total Self Efficacy Score (Binned)		7.7%	53.8%	7.7%	30.8%		100.0%
masters/doc	Total Self Efficacy Score (Binned)	Quartile1	Count		1	1	1	1		4
			% within Total Self Efficacy Score (Binned)		25.0%	25.0%	25.0%	25.0%		100.0%
		Quartile2	Count		1	0	3	1		5
			% within Total Self Efficacy Score (Binned)		20.0%	0.0%	60.0%	20.0%		100.0%
		Quartile3	Count		0	0	1	1		2
			% within Total Self Efficacy Score (Binned)		0.0%	0.0%	50.0%	50.0%		100.0%
		Quartile4	Count		0	2	2	1		5
			% within Total Self Efficacy Score (Binned)		0.0%	40.0%	40.0%	20.0%		100.0%
	Total		Count		2	3	7	4		16
			% within Total Self Efficacy Score (Binned)		12.5%	18.8%	43.8%	25.0%		100.0%

Chi-Square Tests

Qualification		Value	df	Asymp. Sig. (2-sided)
matric	Pearson Chi-Square	6.750	9	0.663
	Likelihood Ratio	7.638	9	0.571
	Linear-by-Linear Association	1.829	1	0.176
	N of Valid Cases	12		
post matric	Pearson Chi-Square	12.581	12	0.400
	Likelihood Ratio	14.065	12	0.297
	Linear-by-Linear Association	1.903	1	0.168
	N of Valid Cases	39		
degree	Pearson Chi-Square	24.774	12	0.016
	Likelihood Ratio	23.358	12	0.025
	Linear-by-Linear Association	1.385	1	0.239
	N of Valid Cases	33		
hons	Pearson Chi-Square	8.667	9	0.469
	Likelihood Ratio	10.535	9	0.309
	Linear-by-Linear Association	0.346	1	0.556
	N of Valid Cases	13		
masters/doc	Pearson Chi-Square	5.457	9	0.793
	Likelihood Ratio	7.111	9	0.626
	Linear-by-Linear Association	0.295	1	0.587
	N of Valid Cases	16		

Symmetric Measures

Qualification			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
matric	Interval by Interval	Pearson's R	-0.408	0.216	-1.412	0.188
	Ordinal by Ordinal	Spearman Correlation	-0.309	0.290	-1.028	0.328
	N of Valid Cases		12			
post matric	Interval by Interval	Pearson's R	0.224	0.169	1.397	0.171
	Ordinal by Ordinal	Spearman Correlation	0.182	0.169	1.126	0.267
	N of Valid Cases		39			
degree	Interval by Interval	Pearson's R	0.208	0.169	1.184	0.245
	Ordinal by Ordinal	Spearman Correlation	0.175	0.170	0.989	0.330
	N of Valid Cases		33			
hons	Interval by Interval	Pearson's R	0.170	0.229	0.571	0.579
	Ordinal by Ordinal	Spearman Correlation	0.140	0.262	0.470	0.648
	N of Valid Cases		13			
masters/doc	Interval by Interval	Pearson's R	0.140	0.239	0.530	0.604
	Ordinal by Ordinal	Spearman Correlation	0.101	0.263	0.380	0.710
	N of Valid Cases		16			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * Gender * Qualification	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * Gemder * Qualification Crosstabulation

Qualification				Gender		Total
				male	female	
matric	Total Self Efficacy Score (Binned)	Quartile1	Count	0	2	2
			% within Total Self Efficacy Score (Binned)	0.0%	100.0%	100.0%
		Quartile2	Count	0	4	4
			% within Total Self Efficacy Score (Binned)	0.0%	100.0%	100.0%
		Quartile3	Count	0	2	2
			% within Total Self Efficacy Score (Binned)	0.0%	100.0%	100.0%
		Quartile4	Count	2	2	4
			% within Total Self Efficacy Score (Binned)	50.0%	50.0%	100.0%
	Total		Count	2	10	12
			% within Total Self Efficacy Score (Binned)	16.7%	83.3%	100.0%
post matric	Total Self Efficacy Score (Binned)	Quartile1	Count	6	3	9
			% within Total Self Efficacy Score (Binned)	66.7%	33.3%	100.0%
		Quartile2	Count	7	1	8
			% within Total Self Efficacy Score (Binned)	87.5%	12.5%	100.0%
		Quartile3	Count	10	3	13
			% within Total Self Efficacy Score (Binned)	76.9%	23.1%	100.0%
		Quartile4	Count	8	1	9
			% within Total Self Efficacy Score (Binned)	88.9%	11.1%	100.0%
	Total		Count	31	8	39
			% within Total Self Efficacy Score (Binned)	79.5%	20.5%	100.0%
degree	Total Self Efficacy Score (Binned)	Quartile1	Count	9	1	10
			% within Total Self Efficacy Score (Binned)	90.0%	10.0%	100.0%
		Quartile2	Count	11	1	12
			% within Total Self Efficacy Score (Binned)	91.7%	8.3%	100.0%
		Quartile3	Count	4	2	6
			% within Total Self Efficacy Score (Binned)	66.7%	33.3%	100.0%

Qualification				Gender		Total
				male	female	
		Quartile4	Count	4	1	5
			% within Total Self Efficacy Score (Binned)	80.0%	20.0%	100.0%
	Total		Count	28	5	33
			% within Total Self Efficacy Score (Binned)	84.8%	15.2%	100.0%
hons	Total Self Efficacy Score (Binned)	Quartile1	Count	1	3	4
			% within Total Self Efficacy Score (Binned)	25.0%	75.0%	100.0%
		Quartile2	Count	3	0	3
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	100.0%
		Quartile3	Count	3	2	5
			% within Total Self Efficacy Score (Binned)	60.0%	40.0%	100.0%
		Quartile4	Count	0	1	1
			% within Total Self Efficacy Score (Binned)	0.0%	100.0%	100.0%
	Total		Count	7	6	13
			% within Total Self Efficacy Score (Binned)	53.8%	46.2%	100.0%
masters/doc	Total Self Efficacy Score (Binned)	Quartile1	Count	3	1	4
			% within Total Self Efficacy Score (Binned)	75.0%	25.0%	100.0%
		Quartile2	Count	4	1	5
			% within Total Self Efficacy Score (Binned)	80.0%	20.0%	100.0%
		Quartile3	Count	2	0	2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	100.0%
		Quartile4	Count	4	1	5
			% within Total Self Efficacy Score (Binned)	80.0%	20.0%	100.0%
	Total		Count	13	3	16
			% within Total Self Efficacy Score (Binned)	81.3%	18.8%	100.0%

Chi-Square Tests

Qualification		Value	df	Asymp. Sig. (2-sided)
matric	Pearson Chi-Square	4.800	3	0.187
	Likelihood Ratio	5.268	3	0.153
	Linear-by-Linear Association	3.200	1	0.074
	N of Valid Cases	12		
post matric	Pearson Chi-Square	1.763	3	0.623
	Likelihood Ratio	1.770	3	0.622
	Linear-by-Linear Association	0.828	1	0.363
	N of Valid Cases	39		
degree	Pearson Chi-Square	2.275	3	0.517
	Likelihood Ratio	2.044	3	0.563
	Linear-by-Linear Association	0.945	1	0.331
	N of Valid Cases	33		
hons	Pearson Chi-Square	5.154	3	0.161
	Likelihood Ratio	6.716	3	0.082
	Linear-by-Linear Association	0.045	1	0.833
	N of Valid Cases	13		
masters/doc	Pearson Chi-Square	0.574	3	0.902
	Likelihood Ratio	0.936	3	0.817
	Linear-by-Linear Association	0.070	1	0.791
	N of Valid Cases	16		

Symmetric Measures

Qualification			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
matric	Interval by Interval	Pearson's R	-0.539	0.165	-2.025	0.070
	Ordinal by Ordinal	Spearman Correlation	-0.539	0.164	-2.025	0.070
	N of Valid Cases		12			
post matric	Interval by Interval	Pearson's R	-0.148	0.160	-0.908	0.370
	Ordinal by Ordinal	Spearman Correlation	-0.143	0.158	-0.881	0.384
	N of Valid Cases		39			
degree	Interval by Interval	Pearson's R	0.172	0.175	0.971	0.339
	Ordinal by Ordinal	Spearman Correlation	0.176	0.174	0.997	0.326
	N of Valid Cases		33			
hons	Interval by Interval	Pearson's R	-0.061	0.289	-0.203	0.843
	Ordinal by Ordinal	Spearman Correlation	-0.065	0.312	-0.216	0.833
	N of Valid Cases		13			
masters/doc	Interval by Interval	Pearson's R	-0.068	0.263	-0.256	0.802
	Ordinal by Ordinal	Spearman Correlation	-0.072	0.264	-0.271	0.790
	N of Valid Cases		16			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * Population Group * Qualification	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * Population Group * Qualification Crosstabulation

Qualification				Population Group			Total
				asian	black	white	
matric	Total Self Efficacy Score (Binned)	Quartile1	Count	0		2	2
			% within Total Self Efficacy Score (Binned)	0.0%		100.0%	100.0%
		Quartile2	Count	0		4	4
			% within Total Self Efficacy Score (Binned)	0.0%		100.0%	100.0%
		Quartile3	Count	0		2	2
			% within Total Self Efficacy Score (Binned)	0.0%		100.0%	100.0%
		Quartile4	Count	1		3	4
			% within Total Self Efficacy Score (Binned)	25.0%		75.0%	100.0%
	Total		Count	1		11	12
			% within Total Self Efficacy Score (Binned)	8.3%		91.7%	100.0%
post matric	Total Self Efficacy Score (Binned)	Quartile1	Count	0	0	9	9
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	100.0%	100.0%
		Quartile2	Count	1	0	7	8
			% within Total Self Efficacy Score (Binned)	12.5%	0.0%	87.5%	100.0%
		Quartile3	Count	0	1	12	13
			% within Total Self Efficacy Score (Binned)	0.0%	7.7%	92.3%	100.0%
		Quartile4	Count	0	0	9	9
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	100.0%	100.0%
	Total		Count	1	1	37	39
			% within Total Self Efficacy Score (Binned)	2.6%	2.6%	94.9%	100.0%
degree	Total Self Efficacy Score (Binned)	Quartile1	Count		5	5	10
			% within Total Self Efficacy Score (Binned)		50.0%	50.0%	100.0%
		Quartile2	Count		0	12	12
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
		Quartile3	Count		2	4	6
			% within Total Self Efficacy Score (Binned)		33.3%	66.7%	100.0%

Qualification				Population Group			Total
				asian	black	white	
		Quartile4	Count		0	5	5
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
	Total		Count		7	26	33
			% within Total Self Efficacy Score (Binned)		21.2%	78.8%	100.0%
hons	Total Self Efficacy Score (Binned)	Quartile1	Count		0	4	4
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
		Quartile2	Count		0	3	3
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
		Quartile3	Count		1	4	5
			% within Total Self Efficacy Score (Binned)		20.0%	80.0%	100.0%
		Quartile4	Count		0	1	1
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
	Total		Count		1	12	13
			% within Total Self Efficacy Score (Binned)		7.7%	92.3%	100.0%
masters/doc	Total Self Efficacy Score (Binned)	Quartile1	Count		1	3	4
			% within Total Self Efficacy Score (Binned)		25.0%	75.0%	100.0%
		Quartile2	Count		0	5	5
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
		Quartile3	Count		0	2	2
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
		Quartile4	Count		0	5	5
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	100.0%
	Total		Count		1	15	16
			% within Total Self Efficacy Score (Binned)		6.3%	93.8%	100.0%

Chi-Square Tests

Qualification		Value	df	Asymp. Sig. (2-sided)
matric	Pearson Chi-Square	2.182	3	0.536
	Likelihood Ratio	2.385	3	0.496
	Linear-by-Linear Association	1.455	1	0.228
	N of Valid Cases	12		
post matric	Pearson Chi-Square	5.980	6	0.425
	Likelihood Ratio	5.471	6	0.485
	Linear-by-Linear Association	0.045	1	0.831
	N of Valid Cases	39		
degree	Pearson Chi-Square	10.063	3	0.018
	Likelihood Ratio	12.605	3	0.006
	Linear-by-Linear Association	3.034	1	0.082
	N of Valid Cases	33		
hons	Pearson Chi-Square	1.733	3	0.630
	Likelihood Ratio	2.047	3	0.563
	Linear-by-Linear Association	0.625	1	0.429
	N of Valid Cases	13		
masters/doc	Pearson Chi-Square	3.200	3	0.362
	Likelihood Ratio	2.983	3	0.394
	Linear-by-Linear Association	1.636	1	0.201
	N of Valid Cases	16		

Symmetric Measures

Qualification			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
matric	Interval by Interval	Pearson's R	-0.364	0.173	-1.234	0.245
	Ordinal by Ordinal	Spearman Correlation	-0.364	0.172	-1.234	0.245
	N of Valid Cases		12			
post matric	Interval by Interval	Pearson's R	0.035	0.078	0.210	0.835
	Ordinal by Ordinal	Spearman Correlation	0.030	0.089	0.180	0.858
	N of Valid Cases		39			
degree	Interval by Interval	Pearson's R	0.308	0.151	1.802	0.081
	Ordinal by Ordinal	Spearman Correlation	0.330	0.176	1.943	0.061
	N of Valid Cases		33			
hons	Interval by Interval	Pearson's R	-0.228	0.134	-0.777	0.453
	Ordinal by Ordinal	Spearman Correlation	-0.243	0.141	-0.831	0.424
	N of Valid Cases		13			
masters/doc	Interval by Interval	Pearson's R	0.330	0.155	1.309	0.212
	Ordinal by Ordinal	Spearman Correlation	0.349	0.164	1.395	0.185
	N of Valid Cases		16			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * Division * Qualification	113	100.0%	0	0.0%	113	100.0%

Chi-Square Tests

Qualification		Value	df	Asymp. Sig. (2-sided)
matric	Pearson Chi-Square	4.833	6	0.565
	Likelihood Ratio	5.545	6	0.476
	Linear-by-Linear Association	0.140	1	0.709
	N of Valid Cases	12		
post matric	Pearson Chi-Square	33.546	21	0.041
	Likelihood Ratio	37.960	21	0.013
	Linear-by-Linear Association	0.009	1	0.925
	N of Valid Cases	39		
degree	Pearson Chi-Square	20.143	18	0.325
	Likelihood Ratio	22.456	18	0.212
	Linear-by-Linear Association	1.525	1	0.217
	N of Valid Cases	33		
hons	Pearson Chi-Square	22.533	18	0.209
	Likelihood Ratio	22.502	18	0.210
	Linear-by-Linear Association	3.143	1	0.076
	N of Valid Cases	13		
masters/doc	Pearson Chi-Square	16.800	15	0.331
	Likelihood Ratio	16.671	15	0.339
	Linear-by-Linear Association	0.690	1	0.406
	N of Valid Cases	16		

Symmetric Measures

Qualification			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
matric	Interval by Interval	Pearson's R	-0.113	0.365	-0.359	0.727
	Ordinal by Ordinal	Spearman Correlation	-0.158	0.340	-0.506	0.624
	N of Valid Cases		12			
post matric	Interval by Interval	Pearson's R	0.015	0.128	0.092	0.927
	Ordinal by Ordinal	Spearman Correlation	-0.050	0.158	-0.303	0.764
	N of Valid Cases		39			
degree	Interval by Interval	Pearson's R	-0.218	0.164	-1.246	0.222
	Ordinal by Ordinal	Spearman Correlation	-0.251	0.162	-1.445	0.158
	N of Valid Cases		33			
hons	Interval by Interval	Pearson's R	0.512	0.180	1.976	0.074
	Ordinal by Ordinal	Spearman Correlation	0.544	0.208	2.151	0.055
	N of Valid Cases		13			
masters/doc	Interval by Interval	Pearson's R	-0.214	0.230	-0.822	0.425
	Ordinal by Ordinal	Spearman Correlation	-0.179	0.242	-0.681	0.507
	N of Valid Cases		16			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * Monthly HH Income * Qualification	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * Monthly HH Income * Qualification Crosstabulation

Qualification				Monthly HH Income <10	10-25	25-40	40+	Total
matric	Total Self Efficacy Score (Binned)	Quartile1	Count	2	0	0	0	2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile2	Count	0	2	2	0	4
			% within Total Self Efficacy Score (Binned)	0.0%	50.0%	50.0%	0.0%	100.0%
		Quartile3	Count	2	0	0	0	2
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	100.0%
		Quartile4	Count	2	1	0	1	4
			% within Total Self Efficacy Score (Binned)	50.0%	25.0%	0.0%	25.0%	100.0%
	Total		Count	6	3	2	1	12
			% within Total Self Efficacy Score (Binned)	50.0%	25.0%	16.7%	8.3%	100.0%
post matric	Total Self Efficacy Score (Binned)	Quartile1	Count	2	5	1	1	9
			% within Total Self Efficacy Score (Binned)	22.2%	55.6%	11.1%	11.1%	100.0%
		Quartile2	Count	1	2	3	2	8
			% within Total Self Efficacy Score (Binned)	12.5%	25.0%	37.5%	25.0%	100.0%
		Quartile3	Count	1	3	7	2	13
			% within Total Self Efficacy Score (Binned)	7.7%	23.1%	53.8%	15.4%	100.0%
		Quartile4	Count	0	7	0	2	9
			% within Total Self Efficacy Score (Binned)	0.0%	77.8%	0.0%	22.2%	100.0%
	Total		Count	4	17	11	7	39
			% within Total Self Efficacy Score (Binned)	10.3%	43.6%	28.2%	17.9%	100.0%
degree	Total Self Efficacy Score (Binned)	Quartile1	Count	2	3	0	5	10
			% within Total Self Efficacy Score (Binned)	20.0%	30.0%	0.0%	50.0%	100.0%
		Quartile2	Count	1	1	7	3	12
			% within Total Self Efficacy Score (Binned)	8.3%	8.3%	58.3%	25.0%	100.0%
		Quartile3	Count	4	0	1	1	6
			% within Total Self Efficacy Score (Binned)	66.7%	0.0%	16.7%	16.7%	100.0%

Qualification				Monthly HH Income				Total
				<10	10-25	25-40	40+	
		Quartile4	Count	0	1	0	4	5
			% within Total Self Efficacy Score (Binned)	0.0%	20.0%	0.0%	80.0%	100.0%
	Total		Count	7	5	8	13	33
			% within Total Self Efficacy Score (Binned)	21.2%	15.2%	24.2%	39.4%	100.0%
hons	Total Self Efficacy Score (Binned)	Quartile1	Count		0	4	0	4
			% within Total Self Efficacy Score (Binned)		0.0%	100.0%	0.0%	100.0%
		Quartile2	Count		0	2	1	3
			% within Total Self Efficacy Score (Binned)		0.0%	66.7%	33.3%	100.0%
		Quartile3	Count		0	3	2	5
			% within Total Self Efficacy Score (Binned)		0.0%	60.0%	40.0%	100.0%
		Quartile4	Count		1	0	0	1
			% within Total Self Efficacy Score (Binned)		100.0%	0.0%	0.0%	100.0%
	Total		Count		1	9	3	13
			% within Total Self Efficacy Score (Binned)		7.7%	69.2%	23.1%	100.0%
masters/doc	Total Self Efficacy Score (Binned)	Quartile1	Count		1	0	3	4
			% within Total Self Efficacy Score (Binned)		25.0%	0.0%	75.0%	100.0%
		Quartile2	Count		1	0	4	5
			% within Total Self Efficacy Score (Binned)		20.0%	0.0%	80.0%	100.0%
		Quartile3	Count		0	1	1	2
			% within Total Self Efficacy Score (Binned)		0.0%	50.0%	50.0%	100.0%
		Quartile4	Count		1	2	2	5
			% within Total Self Efficacy Score (Binned)		20.0%	40.0%	40.0%	100.0%
	Total		Count		3	3	10	16
			% within Total Self Efficacy Score (Binned)		18.8%	18.8%	62.5%	100.0%

Chi-Square Tests

Qualification		Value	df	Asymp. Sig. (2-sided)
matric	Pearson Chi-Square	12.000	9	0.213
	Likelihood Ratio	14.909	9	0.093
	Linear-by-Linear Association	0.114	1	0.735
	N of Valid Cases	12		
post matric	Pearson Chi-Square	14.242	9	0.114
	Likelihood Ratio	16.908	9	0.050
	Linear-by-Linear Association	0.699	1	0.403
	N of Valid Cases	39		
degree	Pearson Chi-Square	23.987	9	0.004
	Likelihood Ratio	25.661	9	0.002
	Linear-by-Linear Association	0.089	1	0.765
	N of Valid Cases	33		
hons	Pearson Chi-Square	15.215	6	0.019
	Likelihood Ratio	9.998	6	0.125
	Linear-by-Linear Association	0.056	1	0.813
	N of Valid Cases	13		
masters/doc	Pearson Chi-Square	5.200	6	0.518
	Likelihood Ratio	6.663	6	0.353
	Linear-by-Linear Association	0.429	1	0.513
	N of Valid Cases	16		

Symmetric Measures

Qualification			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
matric	Interval by Interval	Pearson's R	0.102	0.289	0.324	0.753
	Ordinal by Ordinal	Spearman Correlation	0.047	0.318	0.149	0.884
	N of Valid Cases		12			
post matric	Interval by Interval	Pearson's R	0.136	0.156	0.832	0.411
	Ordinal by Ordinal	Spearman Correlation	0.107	0.163	0.654	0.517
	N of Valid Cases		39			
degree	Interval by Interval	Pearson's R	0.053	0.181	0.294	0.770
	Ordinal by Ordinal	Spearman Correlation	0.023	0.195	0.128	0.899
	N of Valid Cases		33			
hons	Interval by Interval	Pearson's R	-0.068	0.327	-0.228	0.824
	Ordinal by Ordinal	Spearman Correlation	0.000	0.354	0.000	1.000
	N of Valid Cases		13			
masters/doc	Interval by Interval	Pearson's R	-0.169	0.261	-0.642	0.531
	Ordinal by Ordinal	Spearman Correlation	-0.232	0.262	-0.892	0.387
	N of Valid Cases		16			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Total Self Efficacy Score (Binned) * Tenure * Qualification	113	100.0%	0	0.0%	113	100.0%

Total Self Efficacy Score (Binned) * Tenure * Qualification Crosstabulation

Qualification				Tenure								Total
				<1	1-3	4-6	7-10	11-15	16-20	21-25	26+	
matric	Total Self Efficacy Score (Binned)	Quartile1	Count	1	1	0			0			2
			% within Total Self Efficacy Score (Binned)	50.0%	50.0%	0.0%			0.0%			100.0%
		Quartile2	Count	0	4	0			0			4
			% within Total Self Efficacy Score (Binned)	0.0%	100.0%	0.0%			0.0%			100.0%
		Quartile3	Count	0	0	0			2			2
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	0.0%			100.0%			100.0%
		Quartile4	Count	2	1	1			0			4
			% within Total Self Efficacy Score (Binned)	50.0%	25.0%	25.0%			0.0%			100.0%
	Total		Count	3	6	1			2			12
			% within Total Self Efficacy Score (Binned)	25.0%	50.0%	8.3%			16.7%			100.0%
post matric	Total Self Efficacy Score (Binned)	Quartile1	Count	1	1	1	0	1	2	2	1	9
			% within Total Self Efficacy Score (Binned)	11.1%	11.1%	11.1%	0.0%	11.1%	22.2%	22.2%	11.1%	100.0%
		Quartile2	Count	1	1	0	0	1	3	1	1	8
			% within Total Self Efficacy Score (Binned)	12.5%	12.5%	0.0%	0.0%	12.5%	37.5%	12.5%	12.5%	100.0%
		Quartile3	Count	2	0	0	1	4	6	0	0	13
			% within Total Self Efficacy Score (Binned)	15.4%	0.0%	0.0%	7.7%	30.8%	46.2%	0.0%	0.0%	100.0%
		Quartile4	Count	5	0	0	0	1	1	0	2	9
			% within Total Self Efficacy Score (Binned)	55.6%	0.0%	0.0%	0.0%	11.1%	11.1%	0.0%	22.2%	100.0%
	Total		Count	9	2	1	1	7	12	3	4	39
			% within Total Self Efficacy Score (Binned)	23.1%	5.1%	2.6%	2.6%	17.9%	30.8%	7.7%	10.3%	100.0%
degree	Total Self Efficacy Score (Binned)	Quartile1	Count	2	0	1	2	2	3		0	10
			% within Total Self Efficacy Score (Binned)	20.0%	0.0%	10.0%	20.0%	20.0%	30.0%		0.0%	100.0%
		Quartile2	Count	1	2	0	0	4	4		1	12
			% within Total Self Efficacy Score (Binned)	8.3%	16.7%	0.0%	0.0%	33.3%	33.3%		8.3%	100.0%
		Quartile3	Count	3	0	1	0	2	0		0	6
			% within Total Self Efficacy Score (Binned)	50.0%	0.0%	16.7%	0.0%	33.3%	0.0%		0.0%	100.0%
		Quartile4	Count	0	0	0	0	4	1		0	5
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	0.0%	0.0%	80.0%	20.0%		0.0%	100.0%
	Total		Count	6	2	2	2	12	8		1	33
			% within Total Self Efficacy Score (Binned)	18.2%	6.1%	6.1%	6.1%	36.4%	24.2%		3.0%	100.0%
hons	Total Self Efficacy Score (Binned)	Quartile1	Count	0	0	3	0	1		0		4
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%	75.0%	0.0%	25.0%		0.0%		100.0%
		Quartile2	Count	0	1	0	0	2		0		3
			% within Total Self Efficacy Score (Binned)	0.0%	33.3%	0.0%	0.0%	66.7%		0.0%		100.0%

Qualification				Tenure <1	1-3	4-6	7-10	11-15	16-20	21-25	26+	Total
		Quartile3	Count	0	1	0	2	1		1		5
			% within Total Self Efficacy Score (Binned)	0.0%	20.0%	0.0%	40.0%	20.0%		20.0%		100.0%
		Quartile4	Count	1	0	0	0	0		0		1
			% within Total Self Efficacy Score (Binned)	100.0%	0.0%	0.0%	0.0%	0.0%		0.0%		100.0%
	Total		Count	1	2	3	2	4		1		13
			% within Total Self Efficacy Score (Binned)	7.7%	15.4%	23.1%	15.4%	30.8%		7.7%		100.0%
masters/doc	Total Self Efficacy Score (Binned)	Quartile1	Count	1	1			0	1		1	4
			% within Total Self Efficacy Score (Binned)	25.0%	25.0%			0.0%	25.0%		25.0%	100.0%
		Quartile2	Count	1	1			2	1		0	5
			% within Total Self Efficacy Score (Binned)	20.0%	20.0%			40.0%	20.0%		0.0%	100.0%
		Quartile3	Count	0	0			2	0		0	2
			% within Total Self Efficacy Score (Binned)	0.0%	0.0%			100.0%	0.0%		0.0%	100.0%
		Quartile4	Count	1	0			4	0		0	5
			% within Total Self Efficacy Score (Binned)	20.0%	0.0%			80.0%	0.0%		0.0%	100.0%
	Total		Count	3	2			8	2		1	16
			% within Total Self Efficacy Score (Binned)	18.8%	12.5%			50.0%	12.5%		6.3%	100.0%

Chi-Square Tests

Qualification		Value	df	Asymp. Sig. (2-sided)
matric	Pearson Chi-Square	18.500	9	0.030
	Likelihood Ratio	17.682	9	0.039
	Linear-by-Linear Association	0.205	1	0.651
	N of Valid Cases	12		
post matric	Pearson Chi-Square	24.623	21	0.264
	Likelihood Ratio	26.181	21	0.200
	Linear-by-Linear Association	1.589	1	0.207
	N of Valid Cases	39		
degree	Pearson Chi-Square	22.596	18	0.207
	Likelihood Ratio	25.074	18	0.123
	Linear-by-Linear Association	0.018	1	0.893
	N of Valid Cases	33		
hons	Pearson Chi-Square	26.812	15	0.030
	Likelihood Ratio	21.822	15	0.113
	Linear-by-Linear Association	0.052	1	0.820
	N of Valid Cases	13		
masters/doc	Pearson Chi-Square	10.667	12	0.558
	Likelihood Ratio	13.899	12	0.307
	Linear-by-Linear Association	0.023	1	0.879
	N of Valid Cases	16		

Symmetric Measures

Qualification			Value	Asymp. Std. Error	Approx. T	Approx. Sig.
matric	Interval by Interval	Pearson's R	0.136	0.188	0.435	0.673
	Ordinal by Ordinal	Spearman Correlation	0.082	0.342	0.261	0.799
	N of Valid Cases		12			
post matric	Interval by Interval	Pearson's R	-0.205	0.173	-1.271	0.212
	Ordinal by Ordinal	Spearman Correlation	-0.233	0.177	-1.460	0.153
	N of Valid Cases		39			
degree	Interval by Interval	Pearson's R	0.024	0.143	0.132	0.896
	Ordinal by Ordinal	Spearman Correlation	-0.023	0.166	-0.127	0.899
	N of Valid Cases		33			
hons	Interval by Interval	Pearson's R	-0.066	0.304	-0.218	0.831
	Ordinal by Ordinal	Spearman Correlation	-0.055	0.324	-0.181	0.859
	N of Valid Cases		13			
masters/doc	Interval by Interval	Pearson's R	0.039	0.273	0.147	0.885
	Ordinal by Ordinal	Spearman Correlation	-0.079	0.304	-0.296	0.772
	N of Valid Cases		16			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
matrix * Age	113	100.0%	0	0.0%	113	100.0%

matrix * Age Crosstabulation

			Age						
			<20	20-29	30-39	40-49	50-59	60+	Total
matrix	Ambassador	Count	0	7	17	18	27	5	74
		% within matrix	0.0%	9.5%	23.0%	24.3%	36.5%	6.8%	100.0%
	Company orientated	Count	0	1	2	1	5	0	9
		% within matrix	0.0%	11.1%	22.2%	11.1%	55.6%	0.0%	100.0%
	Career orientated	Count	0	2	4	10	3	0	19
		% within matrix	0.0%	10.5%	21.1%	52.6%	15.8%	0.0%	100.0%
	Uncommited	Count	1	1	1	6	2	0	11
		% within matrix	9.1%	9.1%	9.1%	54.5%	18.2%	0.0%	100.0%
Total		Count	1	11	24	35	37	5	113
		% within matrix	0.9%	9.7%	21.2%	31.0%	32.7%	4.4%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.002	15	0.065
Likelihood Ratio	21.061	15	0.135
Linear-by-Linear Association	2.518	1	0.113
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-0.150	0.090	-1.598	0.113
Ordinal by Ordinal	Spearman Correlation	-0.137	0.088	-1.456	0.148
N of Valid Cases		113			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
matrix * Gemder	113	100.0%	0	0.0%	113	100.0%

matrix * Gemder Crosstabulation

			Gemder		
			male	female	Total
matrix	Ambassador	Count	54	20	74
		% within matrix	73.0%	27.0%	100.0%
	Company orientated	Count	3	6	9
		% within matrix	33.3%	66.7%	100.0%
	Career orientated	Count	15	4	19
		% within matrix	78.9%	21.1%	100.0%
	Uncommited	Count	9	2	11
		% within matrix	81.8%	18.2%	100.0%
Total		Count	81	32	113
		% within matrix	71.7%	28.3%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.632	3	0.054
Likelihood Ratio	6.875	3	0.076
Linear-by-Linear Association	0.270	1	0.603
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-0.049	0.087	-0.518	0.605
Ordinal by Ordinal	Spearman Correlation	-0.009	0.091	-0.090	0.928
N of Valid Cases		113			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
matrix * Population Group	113	100.0%	0	0.0%	113	100.0%

matrix * Population Group Crosstabulation

			Population Group			
			asian	black	white	Total
matrix	Ambassador	Count	1	8	65	74
		% within matrix	1.4%	10.8%	87.8%	100.0%
	Company orientated	Count	0	0	9	9
		% within matrix	0.0%	0.0%	100.0%	100.0%
	Career orientated	Count	0	2	17	19
		% within matrix	0.0%	10.5%	89.5%	100.0%
	Uncommited	Count	1	0	10	11
		% within matrix	9.1%	0.0%	90.9%	100.0%
Total		Count	2	10	101	113
		% within matrix	1.8%	8.8%	89.4%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.188	6	0.402
Likelihood Ratio	6.762	6	0.343
Linear-by-Linear Association	0.033	1	0.855
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	0.017	0.106	0.182	0.856
Ordinal by Ordinal	Spearman Correlation	0.050	0.093	0.530	0.597
N of Valid Cases		113			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
matrix * Division	113	100.0%	0	0.0%	113	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.239	24	0.293
Likelihood Ratio	32.074	24	0.125
Linear-by-Linear Association	0.286	1	0.593
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-0.051	0.094	-0.533	0.595
Ordinal by Ordinal	Spearman Correlation	-0.058	0.095	-0.607	0.545
N of Valid Cases		113			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
matrix * Monthly HH Income	113	100.0%	0	0.0%	113	100.0%

matrix * Monthly HH Income Crosstabulation

			Monthly HH Income				
			<10	10-25	25-40	40+	Total
matrix	Ambassador	Count	11	18	21	24	74
		% within matrix	14.9%	24.3%	28.4%	32.4%	100.0%
	Company orientated	Count	1	4	3	1	9
		% within matrix	11.1%	44.4%	33.3%	11.1%	100.0%
	Career orientated	Count	3	4	6	6	19
		% within matrix	15.8%	21.1%	31.6%	31.6%	100.0%
	Uncommited	Count	2	3	3	3	11
		% within matrix	18.2%	27.3%	27.3%	27.3%	100.0%
Total		Count	17	29	33	34	113
		% within matrix	15.0%	25.7%	29.2%	30.1%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.006	9	0.964
Likelihood Ratio	3.139	9	0.959
Linear-by-Linear Association	0.142	1	0.706
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-0.036	0.095	-0.376	0.708
Ordinal by Ordinal	Spearman Correlation	-0.047	0.094	-0.494	0.622
N of Valid Cases		113			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
matrix * Tenure	113	100.0%	0	0.0%	113	100.0%

matrix * Tenure Crosstabulation

			Tenure								
			<1	1-3	4-6	7-10	11-15	16-20	21-25	26+	Total
matrix	Ambassador	Count	17	9	5	1	20	15	2	5	74
		% within matrix	23.0%	12.2%	6.8%	1.4%	27.0%	20.3%	2.7%	6.8%	100.0%
	Company orientated	Count	0	2	1	1	0	5	0	0	9
		% within matrix	0.0%	22.2%	11.1%	11.1%	0.0%	55.6%	0.0%	0.0%	100.0%
	Career orientated	Count	3	2	0	3	7	1	2	1	19
		% within matrix	15.8%	10.5%	0.0%	15.8%	36.8%	5.3%	10.5%	5.3%	100.0%
	Uncommited	Count	2	1	1	0	4	3	0	0	11
		% within matrix	18.2%	9.1%	9.1%	0.0%	36.4%	27.3%	0.0%	0.0%	100.0%
Total		Count	22	14	7	5	31	24	4	6	113
		% within matrix	19.5%	12.4%	6.2%	4.4%	27.4%	21.2%	3.5%	5.3%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.181	21	0.110
Likelihood Ratio	33.118	21	0.045
Linear-by-Linear Association	0.173	1	0.678
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	0.039	0.089	0.414	0.680
Ordinal by Ordinal	Spearman Correlation	0.040	0.091	0.420	0.676
N of Valid Cases		113			

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
matrix * Qualification	113	100.0%	0	0.0%	113	100.0%

matrix * Qualification Crosstabulation

			Qualification					
			matric	post matric	degree	hons	masters/doc	Total
matrix	Ambassador	Count	6	22	25	10	11	74
		% within matrix	8.1%	29.7%	33.8%	13.5%	14.9%	100.0%
	Company orientated	Count	1	6	1	0	1	9
		% within matrix	11.1%	66.7%	11.1%	0.0%	11.1%	100.0%
	Career orientated	Count	1	8	7	2	1	19
		% within matrix	5.3%	42.1%	36.8%	10.5%	5.3%	100.0%
	Uncommited	Count	4	3	0	1	3	11
		% within matrix	36.4%	27.3%	0.0%	9.1%	27.3%	100.0%
Total		Count	12	39	33	13	16	113
		% within matrix	10.6%	34.5%	29.2%	11.5%	14.2%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.473	12	0.059
Likelihood Ratio	21.936	12	0.038
Linear-by-Linear Association	1.625	1	0.202
N of Valid Cases	113		

Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval	Pearson's R	-0.120	0.108	-1.278	0.204
Ordinal by Ordinal	Spearman Correlation	-0.162	0.101	-1.734	0.086
N of Valid Cases		113			

APPENDIX 3

STEPWISE ANALYSIS

Stepwise Statistics

Step	Entered	Wilks' Lambda											
				Exact F				Approximate F					
		df2	df3	Statistic	df1	df2	Sig.	Statistic	df1	df2	Sig.	Statistic	df1
1	I set my mind to a task almost nothing can stop me.	0.840	1	3	109.000	6.941	3	109.000	0.000				
2	I have often burned the midnight oil to finish a task before the deadline	0.735	2	3	109.000	6.003	6	216.000	0.000				
3	I feel I am better off to rely on myself for a solution when things are looking bad	0.658	3	3	109.000					5.423	9	260.560	0.000
4	When I have difficulty getting what I want, I try harder	0.604	4	3	109.000					4.904	12	280.741	0.000
5	Sometimes things just don't seem worth the effort.	0.558	5	3	109.000					4.552	15	290.260	0.000
6	I sometimes avoid difficult tasks	0.514	6	3	109.000					4.345	18	294.642	0.000

At each step, the variable that minimizes the overall Wilks' Lambda is entered.

a. Maximum number of steps is 54.

b. Maximum significance of F to enter is .05.

c. Minimum significance of F to remove is .10.

Variables in the Analysis

Step		Tolerance	Sig. of F to Remove	Wilks' Lambda
1	I set my mind to a task almost nothing can stop me.	1.000	0.000	
2	I set my mind to a task almost nothing can stop me.	0.844	0.000	0.907
	I have often burned the midnight oil to finish a task before the deadline	0.844	0.002	0.840
3	I set my mind to a task almost nothing can stop me.	0.778	0.000	0.852
	I have often burned the midnight oil to finish a task before the deadline	0.813	0.001	0.776
	I feel I am better off to rely on myself for a solution when things are looking bad	0.915	0.008	0.735
4	I set my mind to a task almost nothing can stop me.	0.571	0.002	0.692
	I have often burned the midnight oil to finish a task before the deadline	0.767	0.000	0.726
	I feel I am better off to rely on myself for a solution when things are looking bad	0.914	0.008	0.675
	When I have difficulty getting what I want, I try harder	0.589	0.028	0.658
5	I set my mind to a task almost nothing can stop me.	0.552	0.001	0.653
	I have often burned the midnight oil to finish a task before the deadline	0.766	0.000	0.670
	I feel I am better off to rely on myself for a solution when things are looking bad	0.890	0.014	0.617
	When I have difficulty getting what I want, I try harder	0.587	0.027	0.609
	Sometimes things just don't seem worth the effort.	0.923	0.038	0.604
6	I set my mind to a task almost nothing can stop me.	0.509	0.002	0.591
	I have often burned the midnight oil to finish a task before the deadline	0.764	0.000	0.616
	I feel I am better off to rely on myself for a solution when things are looking bad	0.889	0.027	0.561
	When I have difficulty getting what I want, I try harder	0.544	0.013	0.570
	Sometimes things just don't seem worth the effort.	0.837	0.016	0.567
	I sometimes avoid difficult tasks	0.837	0.035	0.558

Variables Not in the Analysis

Step		Tolerance	Min. Tolerance	Sig. of F to Enter	Wilks' Lambda
0	I find it extremely unpleasant to be afraid	1.000	1.000	0.418	0.974
	I sometimes avoid difficult tasks	1.000	1.000	0.027	0.919
	I am a very determined person.	1.000	1.000	0.039	0.926
	I set my mind to a task almost nothing can stop me.	1.000	1.000	0.000	0.840
	I have a lot of self-confidence	1.000	1.000	0.002	0.872
	I am at my best when I am really challenged	1.000	1.000	0.037	0.925
	I believe that it is shameful to give up something I started	1.000	1.000	0.053	0.932
	I have more than the average amount of self-determination	1.000	1.000	0.001	0.862
	Sometimes things just don't seem worth the effort.	1.000	1.000	0.106	0.946
	I would rather not try something that I'm not good at.	1.000	1.000	0.506	0.979
	I have more fears than most people.	1.000	1.000	0.843	0.992
	I find it difficult to take risks.	1.000	1.000	0.502	0.979
	People have a lot of problems but none they will not eventually be able to solve	1.000	1.000	0.335	0.969
	I can succeed in almost any endeavour to which I set my mind.	1.000	1.000	0.095	0.944
	Nothing is impossible if I really put my mind to it	1.000	1.000	0.001	0.861
	I feel I am better off to rely on myself for a solution when things are looking bad	1.000	1.000	0.104	0.945
	When put to the test I would remain true to my ideas.	1.000	1.000	0.071	0.938
	If a person believes in himself, he/she can make it in the world.	1.000	1.000	0.010	0.902
	I feel that chances are very good that I can achieve my goals in life.	1.000	1.000	0.046	0.930
	In general I agree that "if first I do not succeed, I'll try again".	1.000	1.000	0.000	0.850
	When I have difficulty getting what I want, I try harder	1.000	1.000	0.001	0.862
	I excel at few things.	1.000	1.000	0.486	0.978
	I have often burned the midnight oil to finish a task before the deadline	1.000	1.000	0.014	0.907
	I have more willpower than most people	1.000	1.000	0.041	0.928
	I become frustrated when I experience physical discomfort	1.000	1.000	0.864	0.993
	Nothing is worth subjecting myself to pain for, if I can avoid it.	1.000	1.000	0.444	0.976
	I would endure physical discomfort to complete a task because I just don't like to give up.	1.000	1.000	0.036	0.925
1	I find it extremely unpleasant to be afraid	0.922	0.922	0.140	0.798
	I sometimes avoid difficult tasks	0.990	0.990	0.040	0.778
	I am a very determined person.	0.810	0.810	0.579	0.825
	I have a lot of self-confidence	0.661	0.661	0.090	0.791
	I am at my best when I am really challenged	0.695	0.695	0.305	0.812
	I believe that it is shameful to give up something I started	0.832	0.832	0.449	0.819
	I have more than the average amount of self-determination	0.599	0.599	0.245	0.808
	Sometimes things just don't seem worth the effort.	0.957	0.957	0.024	0.770

Step		Tolerance	Min. Tolerance	Sig. of F to Enter	Wilks' Lambda
	I would rather not try something that I'm not good at.	0.999	0.999	0.495	0.821
	I have more fears than most people.	0.996	0.996	0.758	0.831
	I find it difficult to take risks.	0.996	0.996	0.645	0.827
	People have a lot of problems but none they will not eventually be able to solve	0.997	0.997	0.390	0.817
	I can succeed in almost any endeavour to which I set my mind.	0.837	0.837	0.661	0.827
	Nothing is impossible if I really put my mind to it	0.607	0.607	0.182	0.803
	I feel I am better off to rely on myself for a solution when things are looking bad	0.950	0.950	0.036	0.776
	When put to the test I would remain true to my ideas.	0.770	0.770	0.068	0.786
	If a person believes in himself, he/she can make it in the world.	0.753	0.753	0.541	0.823
	I feel that chances are very good that I can achieve my goals in life.	0.740	0.740	0.343	0.814
	In general I agree that "if first I do not succeed, I'll try again".	0.742	0.742	0.129	0.797
	When I have difficulty getting what I want, I try harder	0.624	0.624	0.067	0.786
	I excel at few things.	0.948	0.948	0.611	0.826
	I have often burned the midnight oil to finish a task before the deadline	0.844	0.844	0.002	0.735
	I have more willpower than most people	0.674	0.674	0.748	0.830
	I become frustrated when I experience physical discomfort	0.947	0.947	0.408	0.817
	Nothing is worth subjecting myself to pain for, if I can avoid it.	0.929	0.929	0.611	0.826
	I would endure physical discomfort to complete a task because I just don't like to give up.	0.677	0.677	0.659	0.827
2	I find it extremely unpleasant to be afraid	0.911	0.769	0.159	0.700
	I sometimes avoid difficult tasks	0.990	0.837	0.055	0.684
	I am a very determined person.	0.736	0.736	0.124	0.696
	I have a lot of self-confidence	0.647	0.616	0.042	0.681
	I am at my best when I am really challenged	0.634	0.634	0.070	0.688
	I believe that it is shameful to give up something I started	0.821	0.743	0.306	0.710
	I have more than the average amount of self-determination	0.580	0.570	0.323	0.711
	Sometimes things just don't seem worth the effort.	0.950	0.801	0.022	0.672
	I would rather not try something that I'm not good at.	0.967	0.816	0.227	0.706
	I have more fears than most people.	0.994	0.842	0.817	0.728
	I find it difficult to take risks.	0.990	0.838	0.535	0.720
	People have a lot of problems but none they will not eventually be able to solve	0.960	0.812	0.175	0.701
	I can succeed in almost any endeavour to which I set my mind.	0.818	0.752	0.823	0.728
	Nothing is impossible if I really put my mind to it	0.598	0.569	0.123	0.696
	I feel I am better off to rely on myself for a solution when things are looking bad	0.915	0.778	0.008	0.658
	When put to the test I would remain true to my ideas.	0.732	0.715	0.239	0.706

Step		Tolerance	Min. Tolerance	Sig. of F to Enter	Wilks' Lambda
	If a person believes in himself, he/she can make it in the world.	0.734	0.692	0.338	0.712
	I feel that chances are very good that I can achieve my goals in life.	0.738	0.639	0.316	0.711
	In general I agree that "if first I do not succeed, I'll try again".	0.724	0.682	0.071	0.688
	When I have difficulty getting what I want, I try harder	0.590	0.590	0.029	0.675
	I excel at few things.	0.948	0.806	0.632	0.723
	I have more willpower than most people	0.633	0.633	0.512	0.719
	I become frustrated when I experience physical discomfort	0.942	0.796	0.357	0.713
	Nothing is worth subjecting myself to pain for, if I can avoid it.	0.928	0.787	0.627	0.723
	I would endure physical discomfort to complete a task because I just don't like to give up.	0.677	0.604	0.666	0.724
3	I find it extremely unpleasant to be afraid	0.823	0.741	0.079	0.618
	I sometimes avoid difficult tasks	0.980	0.768	0.136	0.625
	I am a very determined person.	0.725	0.686	0.253	0.634
	I have a lot of self-confidence	0.643	0.569	0.066	0.615
	I am at my best when I am really challenged	0.630	0.613	0.099	0.621
	I believe that it is shameful to give up something I started	0.821	0.688	0.352	0.639
	I have more than the average amount of self-determination	0.575	0.524	0.336	0.638
	Sometimes things just don't seem worth the effort.	0.926	0.754	0.039	0.609
	I would rather not try something that I'm not good at.	0.966	0.770	0.239	0.633
	I have more fears than most people.	0.992	0.777	0.858	0.654
	I find it difficult to take risks.	0.974	0.775	0.714	0.650
	People have a lot of problems but none they will not eventually be able to solve	0.918	0.777	0.300	0.636
	I can succeed in almost any endeavour to which I set my mind.	0.753	0.656	0.547	0.645
	Nothing is impossible if I really put my mind to it	0.598	0.538	0.133	0.625
	When put to the test I would remain true to my ideas.	0.717	0.683	0.422	0.641
	If a person believes in himself, he/she can make it in the world.	0.734	0.643	0.396	0.640
	I feel that chances are very good that I can achieve my goals in life.	0.737	0.596	0.308	0.637
	In general I agree that "if first I do not succeed, I'll try again".	0.724	0.643	0.071	0.616
	When I have difficulty getting what I want, I try harder	0.589	0.571	0.028	0.604
	I excel at few things.	0.943	0.751	0.560	0.646
	I have more willpower than most people	0.633	0.603	0.531	0.645
	I become frustrated when I experience physical discomfort	0.935	0.727	0.287	0.636
	Nothing is worth subjecting myself to pain for, if I can avoid it.	0.908	0.742	0.503	0.644
	I would endure physical discomfort to complete a task because I just don't like to give up.	0.657	0.589	0.417	0.641
4	I find it extremely unpleasant to be afraid	0.819	0.542	0.098	0.569
	I sometimes avoid difficult tasks	0.923	0.542	0.080	0.567

Step		Tolerance	Min. Tolerance	Sig. of F to Enter	Wilks' Lambda
	I am a very determined person.	0.709	0.540	0.447	0.589
	I have a lot of self-confidence	0.614	0.485	0.232	0.580
	I am at my best when I am really challenged	0.589	0.517	0.300	0.584
	I believe that it is shameful to give up something I started	0.812	0.535	0.531	0.592
	I have more than the average amount of self-determination	0.493	0.480	0.143	0.574
	Sometimes things just don't seem worth the effort.	0.923	0.552	0.038	0.558
	I would rather not try something that I'm not good at.	0.934	0.552	0.256	0.582
	I have more fears than most people.	0.990	0.569	0.905	0.601
	I find it difficult to take risks.	0.953	0.570	0.913	0.601
	People have a lot of problems but none they will not eventually be able to solve	0.918	0.570	0.359	0.586
	I can succeed in almost any endeavour to which I set my mind.	0.670	0.524	0.336	0.585
	Nothing is impossible if I really put my mind to it	0.454	0.447	0.789	0.598
	When put to the test I would remain true to my ideas.	0.381	0.313	0.125	0.572
	If a person believes in himself, he/she can make it in the world.	0.494	0.396	0.847	0.600
	I feel that chances are very good that I can achieve my goals in life.	0.482	0.385	0.232	0.580
	In general I agree that "if first I do not succeed, I'll try again".	0.407	0.331	0.342	0.586
	I excel at few things.	0.941	0.551	0.597	0.594
	I have more willpower than most people	0.547	0.508	0.969	0.603
	I become frustrated when I experience physical discomfort	0.932	0.537	0.353	0.586
	Nothing is worth subjecting myself to pain for, if I can avoid it.	0.907	0.548	0.547	0.592
	I would endure physical discomfort to complete a task because I just don't like to give up.	0.655	0.471	0.399	0.588
5	I find it extremely unpleasant to be afraid	0.690	0.537	0.116	0.527
	I sometimes avoid difficult tasks	0.837	0.509	0.035	0.514
	I am a very determined person.	0.694	0.516	0.393	0.542
	I have a lot of self-confidence	0.602	0.462	0.176	0.532
	I am at my best when I am really challenged	0.579	0.508	0.415	0.543
	I believe that it is shameful to give up something I started	0.752	0.529	0.510	0.546
	I have more than the average amount of self-determination	0.492	0.470	0.131	0.529
	I would rather not try something that I'm not good at.	0.919	0.538	0.293	0.539
	I have more fears than most people.	0.952	0.548	0.710	0.551
	I find it difficult to take risks.	0.952	0.552	0.912	0.555
	People have a lot of problems but none they will not eventually be able to solve	0.908	0.551	0.294	0.539
	I can succeed in almost any endeavour to which I set my mind.	0.666	0.523	0.371	0.542
	Nothing is impossible if I really put my mind to it	0.453	0.445	0.777	0.552
	When put to the test I would remain true to my ideas.	0.379	0.310	0.132	0.529

Step		Tolerance	Min. Tolerance	Sig. of F to Enter	Wilks' Lambda
	If a person believes in himself, he/she can make it in the world.	0.486	0.396	0.926	0.556
	I feel that chances are very good that I can achieve my goals in life.	0.467	0.383	0.180	0.533
	In general I agree that "if first I do not succeed, I'll try again".	0.405	0.331	0.465	0.545
	I excel at few things.	0.932	0.537	0.576	0.548
	I have more willpower than most people	0.546	0.507	0.968	0.557
	I become frustrated when I experience physical discomfort	0.886	0.529	0.517	0.546
	Nothing is worth subjecting myself to pain for, if I can avoid it.	0.906	0.530	0.567	0.547
	I would endure physical discomfort to complete a task because I just don't like to give up.	0.646	0.450	0.450	0.544
6	I find it extremely unpleasant to be afraid	0.690	0.497	0.134	0.487
	I am a very determined person.	0.624	0.494	0.811	0.509
	I have a lot of self-confidence	0.594	0.441	0.299	0.496
	I am at my best when I am really challenged	0.559	0.482	0.685	0.506
	I believe that it is shameful to give up something I started	0.740	0.494	0.631	0.505
	I have more than the average amount of self-determination	0.492	0.437	0.153	0.488
	I would rather not try something that I'm not good at.	0.803	0.474	0.606	0.505
	I have more fears than most people.	0.948	0.507	0.724	0.507
	I find it difficult to take risks.	0.938	0.507	0.966	0.512
	People have a lot of problems but none they will not eventually be able to solve	0.906	0.507	0.270	0.495
	I can succeed in almost any endeavour to which I set my mind.	0.648	0.474	0.193	0.491
	Nothing is impossible if I really put my mind to it	0.451	0.427	0.737	0.508
	When put to the test I would remain true to my ideas.	0.379	0.295	0.132	0.487
	If a person believes in himself, he/she can make it in the world.	0.485	0.372	0.943	0.512
	I feel that chances are very good that I can achieve my goals in life.	0.467	0.366	0.212	0.492
	In general I agree that "if first I do not succeed, I'll try again".	0.397	0.326	0.412	0.500
	I excel at few things.	0.930	0.494	0.556	0.504
	I have more willpower than most people	0.538	0.463	0.872	0.510
	I become frustrated when I experience physical discomfort	0.876	0.494	0.432	0.500
	Nothing is worth subjecting myself to pain for, if I can avoid it.	0.899	0.494	0.617	0.505
	I would endure physical discomfort to complete a task because I just don't like to give up.	0.646	0.421	0.478	0.502

Wilks' Lambda

Step	Number of Variables	Lambda	df1	df2	df3	Exact F				Approximate F			
						df1	df2	Sig.	Statistic	df1	df2	Sig.	Statistic
1	1	0.840	1	3	109	6.941	3	109.000	0.000				
2	2	0.735	2	3	109	6.003	6	216.000	0.000				
3	3	0.658	3	3	109					5.423	9	260.560	0.000
4	4	0.604	4	3	109					4.904	12	280.741	0.000
5	5	0.558	5	3	109					4.552	15	290.260	0.000
6	6	0.514	6	3	109					4.345	18	294.642	0.000

Summary of Canonical Discriminant Functions

Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.457(a)	59.1	59.1	0.560
2	.233(a)	30.2	89.3	0.435
3	.083(a)	10.7	100.0	0.276

a. First 3 canonical discriminant functions were used in the analysis.

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 3	0.514	71.253	18	0.000
2 through 3	0.749	30.948	10	0.001
3	0.924	8.498	4	0.075

Structure Matrix

	Function		
	1	2	3
I can succeed in almost any endeavour to which I set my mind.(a)	.393(*)	0.210	0.210
I sometimes avoid difficult tasks	.380(*)	-0.210	-0.368
I am a very determined person.(a)	.269(*)	0.263	0.125
I become frustrated when I experience physical discomfort(a)	-.176(*)	0.061	-0.020
I find it difficult to take risks.(a)	.139(*)	-0.004	0.080
I set my mind to a task almost nothing can stop me.	0.482	.593(*)	0.189
I have often burned the midnight oil to finish a task before the deadline	-0.289	.513(*)	0.178
I have more willpower than most people(a)	-0.228	-.430(*)	-0.382
Sometimes things just don't seem worth the effort.	0.123	.422(*)	-0.328
I would endure physical discomfort to complete a task because I just don't like to give up.(a)	-0.227	-.401(*)	-0.167
I have a lot of self-confidence(a)	0.350	.380(*)	0.206
I have more than the average amount of self-determination(a)	0.347	.376(*)	0.357
People have a lot of problems but none they will not eventually be able to solve(a)	-0.038	-.148(*)	0.060
Nothing is worth subjecting myself to pain for, if I can avoid it.(a)	-0.101	-.141(*)	-0.063
I have more fears than most people.(a)	0.027	.137(*)	-0.065
I excel at few things.(a)	-0.034	-.105(*)	-0.061
When I have difficulty getting what I want, I try harder	0.403	0.378	.796(*)
When put to the test I would remain true to my ideas.(a)	0.231	0.287	.660(*)
In general I agree that "if first I do not succeed, I'll try again".(a)	0.301	0.380	.589(*)
If a person believes in himself, he/she can make it in the world.(a)	0.346	0.339	.485(*)
I feel that chances are very good that I can achieve my goals in life.(a)	0.447	0.329	.472(*)
Nothing is impossible if I really put my mind to it(a)	0.339	0.391	.459(*)
I feel I am better off to rely on myself for a solution when things are looking bad	-0.292	0.167	.385(*)
I am at my best when I am really challenged(a)	0.257	0.261	.300(*)
I believe that it is shameful to give up something I started(a)	0.173	0.077	.227(*)
I find it extremely unpleasant to be afraid(a)	0.045	0.039	-.208(*)
I would rather not try something that I'm not good at.(a)	0.066	-0.065	.116(*)

Variables ordered by absolute size of correlation within function.

*. Largest absolute correlation between each variable and any discriminant function

a. This variable not used in the analysis.

Functions at Group Centroids

	Function		
matrix	1	2	3
Ambassador	0.141	-0.294	0.088
Company orientated	-2.172	0.361	0.150
Career orientated	0.057	0.265	-0.608
Uncommited	0.730	1.226	0.333

evaluated at group means

Classification Statistics

Prior Probabilities for Groups

matrix	Prior	Cases Used in Analysis	
		Weighted	Unweighted
Ambassador	0.250	74	74.000
Company orientated	0.250	9	9.000
Career orientated	0.250	19	19.000
Uncommited	0.250	11	11.000
Total	1.000	113	113.000

Classification Results(a)

			Predicted Group Membership				
		matrix	Ambassador	Company orientated	Career orientated	Uncommited	Total
Original	Count	Ambassador	46	8	16	4	74
		Company orientated	1	7	0	1	9
		Career orientated	4	1	10	4	19
		Uncommited	4	2	1	4	11
	%	Ambassador	62.2	10.8	21.6	5.4	100.0
		Company orientated	11.1	77.8	0.0	11.1	100.0
		Career orientated	21.1	5.3	52.6	21.1	100.0
		Uncommited	36.4	18.2	9.1	36.4	100.0

a. 59.3% of original grouped cases correctly classified.