

The results in table 5.11 indicate a positive and significant (at the 0.01 level) correlation between the OCQ's normative and continuance commitment subscales (0.26) as well as between the OLQ's manageability and comprehensibility (0.55) subscales. In addition, there is a positive and significant (at the 0.01 level) correlation between the OLQ's meaningfulness subscale and the other two subscales of comprehensibility (0.46) and manageability (0.73). The positive correlations mean that the higher a person's scores are on the subscales of the OCQ the higher the scores will be on the subscales of the OLQ.

Regarding the negative correlation (at the 0.05 level), there is a negative relationship between the OCQ's subscale of normative commitment and the OLQ's subscale of manageability (-0.18). The negative correlation indicates the existence of an inverse relationship. This means that the higher a person's scores on the subscales of the OCQ, the lower the scores will be on the subscales of the OLQ.

There is a nonsignificant positive correlation (0.01) between the subscale of affective commitment on the OCQ and the total of the OLQ. This positive correlation means that the higher a respondent scores on the OLQ the higher he or she will score on the OCQ.

The positive relationship between affective commitment and SOC means the following: Someone who perceives the internal and external environment to be predictable, manageable and meaningful will also tend to show strong levels of affective commitment to the organisation in the way he or she identifies with the organisation as well as the degree to which he or she is involved in it.

Regarding the correlation between the other commitment subscales, the inverse is true for the overall correlation between the subscale of continuance commitment across all three subscales of SOC. This means that the higher respondent scores on the relevant subscales of the OLQ, the lower he or she will score on the relevant subscales of the OCQ, and vice versa.

The negative relationship between the subscale of continuance commitment and SOC means that someone who perceives the internal and external environment as predictable, manageable and meaningful will probably not remain with the organisation on account of the perception that the costs and risks associated with leaving it are not significant.

The correlation between normative commitment and SOC yields an overall negative correlation. This means that the negative relationship between these two will prompt someone who perceives the internal and external environment as predictable, manageable and meaningful not to remain with the organisation because he or she will not experience a feeling of obligation and responsibility towards it.

Overall, there seems to be no significant relationship between the constructs of SOC and organisational commitment, which is in contrast to the hypothesis formulated in chapter 4.

A number of studies examined the correlations between SOC and other constructs or between organisational commitment and other constructs. However, there is one known study by Du Buisson-Narsai (2005), who found a significant inverse correlation between the organisational commitment subscale of continuance commitment and the OLQ subscales of comprehensibility and manageability. In addition, Du Buisson-Narsai (2005) reported no significant relationship between the organisational commitment subscale of affective commitment and any of the subscales of the OLQ. Research by Viviers (1996) found a significant relationship between salutogenesis and orientation to work. The constructs of SOC and organisational commitment formed part of salutogenesis and orientation to work respectively.

Table 5.11 above indicates the correlations between the OLQ and the OCQ, while the next section describes the correlations between the various biographical data.

5.3.2 Correlations between selected biographical variables

In this section, the Pearson product-moment correlation coefficients revolve around the correlation of two variables, namely age and tenure. The aim is to determine whether any correlation exists between any of the mentioned variables and the two instruments used in this study.

In the next section, the first set of correlations focus on age as the variable, followed by the next set of correlations which contain three types of tenure, namely period of consulting in ERP products, period of consulting for current employer and period of consulting on a full-time basis. The section concludes with a discussion of the correlation between age, tenure and the two instruments used in this study.

5.3.2.1 Correlations with age as the variable

Here, age is correlated with the OLQ and the OCQ in order to determine possible relationships between age as the variable and the two constructs namely Sense of Coherence and organisational commitment.

Table 5.12: Correlation between age and the results of the OLQ, with n = 150

Item	Coefficient	Age	OLQ comprehensibility	OLQ manageability	OLQ meaningfulness
Age	Pearson correlation	1.00	**0.30	*0.18	0.10
	Sig. (2-tailed)		0.00	0.03	0.21
	N	150.00	150.00	150.00	150.00
OLQ comprehensibility	Pearson correlation	**0.30	1.00	**0.55	**0.46
	Sig. (2-tailed)	0.00		0.00	0.00
	N	150.00	150.00	150.00	150.00
OLQ manageability	Pearson correlation	*0.18	**0.55	1.00	**0.73
	Sig. (2-tailed)	0.03	0.00		0.00
	N	150.00	150.00	150.00	150.00
OLQ meaningfulness	Pearson correlation	0.10	**0.46	**0.73	1.00
	Sig. (2-tailed)	0.21	0.00	0.00	
	N	150.00	150.00	150.00	150.00
OLQ total	Pearson correlation	**0.24	**0.82	**0.89	**0.84
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	150.00	150.00	150.00	150.00

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

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

Table 5.12 indicates a significant correlation (at the 0.01 level) between age and the OLQ's subscale of comprehensibility (0.30). There is also a correlation between age and the OLQ's subscale of manageability (0.18), but at a 0.05 level of significance. Although the correlation between age and meaningfulness is positive, it is not significant. The subscales of the OLQ also show significant correlations (at the 0.01 level) between comprehensibility and manageability (0.55), comprehensibility and meaningfulness (0.46) and manageability and meaningfulness (0.73).

The correlations between age (0.24) and the total scores of the subscales, namely comprehensibility, manageability and meaningfulness (0.82, 0.89 and 0.84 respectively), are all at a 0.01 level of significance.

This means that the older the respondents are, the more likely they will be to score high on the SOC subscales.

The following table shows how age is correlated with the subscales of the OCQ.

Table 5.13: Correlation between age and the results of the OCQ, with (n = 150)

Item	Coefficient	Age	OCQ		
			affective commitment	continuance commitment	normative commitment
Age	Pearson correlation	1.00	-0.04	-0.12	-0.10
	Sig. (2-tailed)		0.62	0.16	0.22
	N	150.00	150.00	150.00	150.00
OCQ affective commitment	Pearson correlation	-0.04	1.00	**0.30	**0.39
	Sig. (2-tailed)	0.62		0.00	0.00
	N	150.00	150.00	150.00	150.00
OCQ continuance commitment	Pearson correlation	-0.12	**0.30	1.00	**0.37
	Sig. (2-tailed)	0.16	0.00		0.00
	N	150.00	150.00	150.00	150.00
OCQ normative commitment	Pearson correlation	-0.10	**0.39	**0.37	1.00
	Sig. (2-tailed)	0.22	0.00	0.00	
	N	150.00	150.00	150.00	150.00

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

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

Regarding the results for the OCQ in table 5.13, it is worth noting that the correlation between age and the subscales of the OCQ is not significant. However, there is a weak negative correlation (not at a significant level) between age, affective commitment, continuance commitment and normative commitment. This means that the older the respondents are, the more likely they will be to have low scores on the subscales of the OCQ.

The correlations between the subscales of the OCQ are significant at the 0.01 level between the subscales of the OCQ. The correlations are 0.30 between affective and continuance commitment, 0.39 between affective and normative commitment and 0.37 between normative and continuance commitment.

As far as the relationship between SOC and age is concerned, Pallant and Lae (2002) found a weak but significant correlation between them and noted that the older subjects recorded higher SOC scores.

According to Antonovsky (1987), SOC develops up to the age of 30, and given that 61% of the sample were older than 30, it is evident that there is a positive relationship between the subscales of the OLQ and age, which confirms Antonovsky's (1987) theory.

In their study, Cilliers and Ngokha (2006) found that SOC had no relationship with the measured biographical variables (including age).

Davis, Pawlowski and Houston (2006) found few differences in work and organisational commitment between two generations of IT workers and concluded that those two generations (Baby-boomers and Generation X'ers) could be more homogeneous than different in their commitment to organisations and their profession.

Cohen (1993) studied the relationships between age, tenure and organisational commitment across different periods of employment and found that there are in fact different patterns of relationships across the various employment stages. The relationship between organisational commitment and age was strongest for the youngest respondents in this study.

Marchiori and Henkin's (2004) studies in higher education settings indicated that tenure, gender and age were the most important predictors of organisational commitment.

Lord and Farrington (2006) found no difference between two age groups of workers (younger and older workers) in the level of organisational commitment, but they did distinguish between the two age groups in the following areas: the younger group of workers, compared with their older counterparts, were more reluctant to leave the organisation owing to the fear of personal material loss. The

older workers, compared with their younger counterparts, felt that their organisation deserved their loyalty more.

5.3.2.2 Correlations with tenure as the variable

The three categories of tenure are correlated with the subscales of the OLQ and the OCQ in order to determine possible relationships between the variable and the construct. Each category of tenure is first correlated with the OLQ and then with the OCQ.

Table 5.14 on the following page shows how tenure correlates with the subscales of the OLQ.