

**THE RELATIONSHIP BETWEEN CAREER ADAPTABILITY AND ORGANISATIONAL
COMMITMENT AMONGST EMPLOYEES IN THE INVESTMENT SECTOR**

by

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Declaration

I, **FELICITY NYATHI**, student number **56090633**, declare that this dissertation titled, “**The relationship between career adaptability and organisational commitment amongst employees in the investment sector**” is my original work.

The sources that I consulted have been referenced and accredited accordingly to the original author(s). The APA 7th edition was used as the reference style guide in this dissertation.

The ethical clearance to conduct the research was obtained from the University of South Africa, under the Department of Industrial and Organisational Psychology.



FELICITY NYATHI

12 NOVEMBER 2020

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“I will give thanks to you, Lord, with all my heart; I will tell of all your wonderful deeds.”

(Psalm 9:1 New American Standard Bible)

All thanks be to God for the grace that He has bestowed on my life and for granting me the opportunity to pursue my dreams.

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Abstract

THE RELATIONSHIP BETWEEN CAREER ADAPTABILITY AND ORGANISATIONAL COMMITMENT AMONGST EMPLOYEES IN THE INVESTMENT SECTOR - FELICITY NYATHI

The primary aim of the study was to explore the relationship between career adaptability and organisational commitment of employees who work in the investment sector. The secondary aim was to ascertain whether individuals from various demographics (age groups, gender, ethnicity, qualifications, tenure and business unit) differed significantly regarding their career adaptability and organisational commitment. A cross-sectional quantitative, correlational research approach was followed where a non-probability convenience sample (n=200) of permanent employees in the investment sector was used. The instruments used for the study were the biographical questionnaire, Career Adapt Abilities Scale (CAAS) and Organisational Commitment Questionnaire (OCQ).

The research results revealed statistically significant relationships between career adaptability and organisational commitment of employees who work in the investment sector in terms of correlational and inferential statistical analyses. There were statistically significant relationships between the demographic variables with some dimensions of career adaptability and organisational commitment. The test of mean differences revealed that some differences exist in career adaptability and organisational commitment in terms of demographical variables. The study provides recommendations for use by industrial psychology professionals in terms of career adaptability and organisational commitment practices, specifically within the investment sector.

Key terms

Career adaptability, organisational commitment, demographic variables, career psychology, personal resources, life/career stage development, career salience, employee retention, work performance and citizenship behaviour

Isifinqo

UCWANINGO LOBUDLELWANO PHAKATHI KOKUZINZA EZIFUNDWENI-MSEBENZI NASEKUZIBOPHELENI KWABASEBENZI BASEZINKAMPANINI ZEMINOTHO YEMALI OLUBHALWE NGU FELICITY NYATHI

Inhloso engaphezulu yalolucwaningo yabe ingukucubungula ubudlelwano phakathi kokuzinza ezifundweni-msebenzi nokuzibophela kwabasebenzi ezinkampanini zasengxenyeni yokukhulisa umnotho wezimali. Inhloso engaphansi yabe ingokungukuqondisisa ukuthi ngabe labasebenzi abakhethiwe bayahlukahlukana na ngokwenhloso engaphezulu uma kucutshungulwa ngokweminyaka yobudala babo, nangokohlanga lwabo, nangokwezinga lemfundo abalizuzile ekuqeqeshweni kwabo, nangokwesikhathi asebasisebenzile egunjini elikhethiwe enkampanini yabo. Ngokwenhloso engaphansi, lolucwaningo lacubungula ngokuqhathanisa okusemaphakathini kwalabasebenzi abangu (n=200) ababekhethwe kalula bebonke, ngesizathu sokuqhashwa kwabo ngokuphelele kulenkampani eyabe ikhethiwe. Amathulusi asetshenziswa ahlaziya ngokwenhloso yangaphansi eqoshelwe ukucubungula izilinganiso zamakhono emfundo-msebenzi (CAAS) kanye nokuzibophela kwabasebenzi ezinkampanini abasebenza kuzo (OCQ).

Imiphumela yocubungulo yabubonisa ngokungasoleki ubudlelwano obuqondile nobuchazekayo ngokwamanani ohlaziyo phakathi kokuzinza ezifundweni-msebenzi nokuzibophela kwalabasebenzi enkampanini eyayikhethiwe esengxenyeni yokukhulisa umnotho wezimali. Imiphumela yocubungulo yabubonisa futhi ubudlelwano obungasoleki phakathi kweminyaka yobudala yalabasebenzi ababekhethiwe, nobulili babo, nobuhlanga babo, nezinga lezifundo abalifinyelele, nangeminyaka asebayisebenza engxenyeni abasebenza kuyo umakulinganiswa ukuzinza ezifundweni-msebenzi nokuzibophela kwabo lulenkampani ekhethiwe abasebenza kuyo. Ngaleyondlela, ucubungulo lwezilinganiso ezahlukahlukene lwabonisa ukuthi ukhona umahluko phakathi kokuzinza ezifundweni-msebenzi nokuzibophela kwabasebenzi ngokwenhloso engaphansi. Kanjalo, locubungulo lunikeza imibono engasetshenziswa ozosayensi bengqondo mayelana nokuziphatha kwabasebenzi umabefuna ulwazi ngokuzinza ezifundweni-msebenzi nasekuzibopheleni ezinkampanini kwabasebenzi.

Setsopolwa

KAMANO PAKENG TSA MOKHATLO OA MESEBETSI LE BOITLHOPHETSO BA MOKHATLO MAHARENG A BATHO SEBAKENG SE BATLESITSOENG KE FELICITY NYATHI

Morero oa pele oa boithuto e ne e le ho lekola likamano lipakeng tsa ho ikamahanya le maemo mesebetsing le boitlamo ba mokhatlo hara basebetsi ba lekala la matsete. Morero oa bobeli e ne e le ho netefatsa hore na batho ba lilemo tse fapaneng, bong, morabe, mangolo a thuto, nako ea khoebo le khoebo li fapane haholo mabapi le ho ikamahanya le maemo mosebetsing le boitlamo ba mokhatlo. Mokhoa o fapaneng oa likarolo tse ngata, oa boithuto o kopaneng o ile oa lateloa moo sampole e sa khonehang ea bonolo (n = 200) ea basebetsi ba ka mehla lefapheng la matsete e sebelisitsoeng. Lisebelisoa tse sebelisitsoeng bakeng sa boithuto e ne e le lenane la lipotso tse mabapi le lipale tsa bophelo, Career Adapt Ability Scale (CAAS) le Organisational Commitment Questionnaire (OCQ).

Sepheho sa lipatlisiso se senotse likamano tsa bohlokoa lipalo pakeng tsa ho ikamahanya le maemo mosebetsing le boitlamo ba mokhatlo hara basebetsi ba lekala la matsete ho latela ditshekatseko tsa liphuputso tse amanang le lipalo-palo. Ho bile le likamano tsa bohlokoa lipalo-palong lipakeng tsa lilemo, bong, morabe, mangolo a thuto, nako ea khoebo le yuniti ea khoebo maemong a mang a ho ikamahanya le maemo mosebetsing le boitlamo ba mokhatlo. Liteko tsa liphapang tse boleloang li senotse hore liphapang tse ling li teng molemong oa ho ikamahanya le maemo mosebetsing le boitlamo ba mokhatlo ho latela maemo a palo ea batho (lilemo, bong, mangolo a thuto ea morabe, nako ea khoebo le khoebo). Litlhaliso li khothaletsa hore li ka sebelisoa ke litsebi tsa kelello tsa indasteri le tsa mokhatlo le litsebi tsa litsebo tsa batho mabapi le ho ikamahanya le maemo mesebetsing le litloaelo tsa boitlamo ba mokhatlo, haholoholo lekaleng la matsete.

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Chapter 1: Scientific orientation to the study

This study focused on exploring the relationship between career adaptability and organisational commitment of permanent employees who work in the investment sector. Chapter 1 discusses the background and motivation for the study; highlights the statement of the problem, research questions; general and specific theoretical and empirical objectives; the paradigm perspective, which serves to outline the boundaries of the study; illustrates the research design including the methodology, and finally, the dissertation outline concludes the chapter.

Background and motivation for the study

The background for the study is career adaptability and organisational commitment of employees in South Africa's (SA) current turbulent work context. Formal employment has proven to be crucial for survival and is even more so in the current economic times (Urbanaviciute et al., 2020). The "gig" economy also referred to as the free-agent economy has received ample attention and is presented as a new, disruptive force (Petriglieri et al., 2019). Disruptive technologies such as artificial intelligence, machine learning and the spread of internet-based technology platforms are influencing how work is performed. In recent years, the concept of the contemporary world of work and the global scarcity of skills has become increasingly prominent. The workplace is depicted as an environment of constant change as a result of global competition and frequent technological advances (Coetzee & Martins, 2007). As such, employees are experiencing increased changes in the workplace which influence their psychological contract with their employers (Mendes & Stander, 2011). This has resulted in the employee's agency in career decision-making to be non-linear, instead of organised career arrangements. Accordingly, the focus for organisations is now directed at attracting, up-skilling and securing the commitment of an engaged workforce (Coetzee et al., 2010). The ability of the employees to adapt to these changes plays a pivotal role in their professional success.

In the current times, change is the new normal, and versatile career adaptability augments the knowledge and work experience of employees (Cabras & Mondo, 2018). Jahoda (1982) and Kalleberg (2009) contend that in various communities, being employed informs social status. Boundaryless careers as typified by non-traditional career paths have minimised individuals' sense of loyalty to organisations (Arthur & Rousseau, 1996). Career adaptability which includes behaviours, abilities and attitudes is now a critical psychosocial resource for employees. High importance is placed on the employees' ability to handle work-related

changes with forward-looking strategies to address the challenges as presented by the fourth industrial revolution (Di Fabio & Maree, 2016; Maree, 2017a). Careers in the 21st Century necessitate individuals' adaptability, which refers to the ability to evolve in light of prevailing circumstances particularly for job satisfaction and achievement (Brown & Lent, 2016; Morrison & Hall, 2002; Santilli et al., 2017; Savickas, 1997, 2013; Savickas & Porfeli, 2012; Super & Knasel, 1981; Vondracek et al., 2014). Thus, individuals need to be open to endlessly and/or successfully adapt their lives and careers in response to evolving situational imperatives in order to continually have a sense of rewarding career processes.

The aforementioned continuity entails the construct of career adaptability encompassing abilities, behaviours, and attitudes that allow persons to acclimatise and achieve an acceptable occupation (Cabras & Mondo, 2018). Rudolph et al. (2017) argue that career adaptability is a complementary means for numerous successful outcomes in an employee's profession. The construct is closely intertwined with the life-designing paradigm (Savickas et al., 2009) and also associates with established narrative practice methods (Maree, 2015). It is viewed as a fundamental idea for occupational behaviour and for constructing mediations to help individuals towards altering their occupational environment and manoeuvring their work and places of work whilst enhancing their organisational commitment. Again, authors argue that career adaptability encourages regulation of individuals' perceptions, attitudes, behaviours, and emotions which are necessary for professional gratification and achievement (e.g., de Guzman & Choi, 2013; Glavin, 2015; Hamtiaux et al., 2015; Rossier, 2017; Savickas et al., 2009). Maree (2017) concludes by stating that career adaptability is fundamental at formulating and developing career resilience towards managing career frameworks. The author contends that the construct leads to the positive achievement of career growth activities and professional changes, together with the tenacity against professional and work-related stressors.

Furthermore, Matos et al. (2018) highlight that, "organisational commitment has been significantly correlated with increased worker endeavour, decreased absenteeism and turnover, higher job satisfaction and increased employment in various organisations". Accordingly, there has been increased interest in this area of study over the years (Morrow, 2011; Alrowwad et al., 2019; Fischer et al., 2020). Organisational commitment has various definitions, but the underlying principle is of employees identifying with their place of employment with regards to the objectives of the organisation in particular. Kipkebut (2010) asserts that organisational commitment is a phenomenon that occurs when employees

identify with their place of occupation and the workplace's objectives and desire to maintain an association with the organisation following their perception of alignment with the company's values and goals. Cohen (2007) explains commitment as vital energy, cementing an employee's plan of action that is applicable and pertinent to more than one aim.

Therefore, one view is that the lack of organisational commitment is an intricate phenomenon affecting several companies. Companies are burdened with the problem of finding and retaining high calibre human capital in an unstable commercial environment, competing for scarce resources in an era of worldwide skills shortages (Brundage & Koziel, 2010; Chabault et al., 2012). Attaining high levels of organisational commitment is partly dependent on the psychological characteristics of each individual employee. These characteristics include the propensity to acclimatise and tackle career uncertainty at work (Ferreira, 2012; Savickas, 2011). Over the years, career transitions have increased reliance on psychological capacities whilst dependence on career arrangements has declined (Arthur et al., 2005; Baruch, 2004; Rossier et al., 2012; Savickas, 2011; Savickas & Porfeli, 2012). Conversely, Pathak, DePaul-Haddock, Gotlib and Merbedone (2012) emphasise the growth of individual career-related competencies and temperaments. These enable employees to decisively impact their professional situations and control their actions to influence career success, especially within organisations.

Ferreira (2012) proposes that individuals' mental professional meta-capabilities significantly enhances their perception of work-ingrained fitting and organisational commitment. Savicka and Porfeli (2012) also state that the growth of professional meta-capabilities is important in manoeuvring the person-environment adaption dynamics in unpredictable and haphazard professional environments. Thus, the organisation and the employee share somewhat equal responsibility in attaining high organisational commitment. Cabras and Mondo (2018) contend that individuals should be vested in their professional growth and set sight to attain dominant control in the future of their careers, demonstrate interest about themselves and their prospects, and aim to enhance their assurance in purposing set targets.

According to Coetzee (2014), contemporary employees expect work that affords more than a regular income and job security. Job satisfaction and workplace happiness also play a significant role. From a professional standpoint, the organisational changes occurring in present times in the general economy indicate changes for workers in the shape of professional change (van Vianen et al., 2012). The individuals' ability to control and

acclimatise their careers is important (Rossier et al., 2012). The vocational maturity theories and lifespan theories are correlated with environmental changes which are typified by change which takes place at a slow pace and as a result, these theories do not sufficiently explain the modern career.

Problem statement

Based on the foregoing background it is apparent that the information and understanding of workers' career adaptability and organisational commitment could help organisations in developing retention strategies. Career adaptability and organisational commitment are critical in retaining highly skilled, talented and valuable employees. Ferreira, Coetzee and Masenge (2013) suggest an investigation in the association amongst these variables and how they influence employee retention in the long run.

Organisational commitment that is motivated by remuneration is arguably the easiest approach for organisations to retain employees. However, compared to other strategies, it is a less cost-effective and inefficient approach for organisations considering the stringent SA economy. Accordingly, an investigation of how career adaptability impacts organisational commitment might prove to be more beneficial and cost-effective. Faithfulness or obligation to workplaces appears to be related with the way employees believe that their mental needs are being fulfilled, appreciated and acknowledged by organisations (Ferreira & Coetzee, 2010) as well as their professional predictions at a point in time within organisations (Baruch, 2006; Holbeche, 1997).

Despite the importance and significance of career adaptability and organisational commitment, very few scientific studies have explored the interaction of these variables at work (Lumley, 2009). Whilst there is extensive research on career adaptability and organisational commitment, either separately or with other variables, there is a need for further research on their interconnected dynamics in the workplace. This research aims to investigate the relationship between the stated variables and the extent of their mutual influence.

The following research questions guided the stated investigation through the literature review and the empirical study.

Research questions relating to literature review

In terms of the literature review, the research questions were:

- How is career adaptability conceptualised from a theoretical point of view?
- How is organisational commitment conceptualised from a theoretical point of view?
- What is the relationship between career adaptability and organisational commitment amongst employees' in the investment sector?
- What role do demographic variations namely; gender, age, ethnicity, qualifications, tenure and business unit play on career adaptability and organisational commitment amongst employees from the investment sector?
- What recommendations can be formed for industrial psychology and future studies?

Research questions relating to the empirical study

In terms of the empirical study, research questions drawn were:

- What is the scientific association between career adaptability and organisational commitment as revealed in a sample of employees working in the investment sector?
- Does the career adaptability positively relate to the organisational commitment amongst employees in the investment sector?
- What is the relationship amongst demographic variables; age, gender, ethnicity, qualifications, tenure and business unit with career adaptability and organisational commitment amongst employees in the investment sector?
- Do the employees from the various demographic groups (age, gender, ethnicity, qualifications, tenure and business unit) in the investment sector significantly vary in stages of career adaptability and organisational commitment?
- What recommendations can be drawn from this study in practising and researching, industrial psychology in relation to career adaptability and organisational commitment amongst employees in the investment sector?

The researcher aspired to add value both theoretically and practically through the study. Theoretically, the study contributed by fulfilling the identified gap within existing knowledge regarding the relationship between career adaptability and organisational commitment. Practically, the study provided recommendations for Industrial and Organisational Psychologists and practical ways on how to enhance the career adaptability of employees to achieve organisational commitment in the investment sector.

Research objectives

The main objective of the study was to determine the relationship between career adaptability and organisational commitment amongst employees from the investment sector.

The specific objectives of the study are identified below.

Objectives of the literature review

- To conceptualise the construct career adaptability amongst employees in the investment sector.
- To conceptualise the construct organisational commitment amongst employees in the investment sector.
- To ascertain the theoretical relationships between career adaptability and organisational commitment as demonstrated by employees in the investment sector.
- To determine whether demographic factors; gender, age, ethnicity, qualifications, tenure and business unit influence employees' level of career adaptability and organisational commitment in the investment sector.
- To highlight recommendations for the practice and research of industrial and organisational psychology.

Objectives of the empirical study

- To highlight the scientific relationship between career adaptability and organisational commitment amongst employees in the investment sector.
- To determine whether career adaptability relates positively to organisational commitment amongst employees in the investment sector.
- To ascertain the relationship between demographic variables; gender, age, ethnicity, qualifications, tenure and business unit and career adaptability and organisational commitment amongst investment sector employees.
- To determine whether the investment sector employees from the various demographic groups (age, gender, ethnicity, qualifications, tenure and business unit) significantly vary in their levels of career adaptability and organisational commitment
- To make recommendations for the practice and research of industrial and organisational psychology with regards to career adaptability and organisational commitment amongst employees in the investment sector.

The paradigmatic view of the research

This section outlines the relevant paradigms and market for intellectual resources employed in this study.

Humanistic paradigm

The humanistic paradigm is a school of thought of positive and unique experiences which manifest through self-introspection (Bergh, 2006). It is oriented not only to getting results through people but also, and above all, towards individuals, showing care for their flourishing and well-being (Melé, 2016). The humanistic paradigm originated from the theories of Maslow which include the psychology of humans in terms of meaningfulness, spirituality, purpose and self-actualisation (Weber, 2014). Emphasis is placed on the notion of the self and the development of human potential, for instance, self-actualisation (Bland & DeRobertis, 2017). By determining the career adaptability and organisational commitment of employees, this school of thought was acknowledged in this study.

Positivist paradigm

The main goal of the positivist paradigm is to clarify the possible causes of a phenomenon (Park et al., 2020). Positivist paradigm schematises the knowledge generation process with the help of quantification, which is crucial to augment precision in the description of parameters and the discernment of the relationship among them. The constructs career adaptability and organisational commitment within the positivism paradigm and its effects are studied to improve the well-being of employees, thus strengthening their psychological resources such as resilience and optimism (Coetzee & Roythorne-Jacobs, 2007).

The systems perspective

Schad and Bansal (2018) argue that “a systems perspective provides critical insights into paradoxes embedded in open systems” (p. 55). The systems perspective entails the perceived tensions of the connectedness of systems and the advent of systems which embody the structure of the underlying system that allows interpreting multiple tensions (Schad & Bansal, 2018). The systems perspective ensures the incorporation of all existing factors such as individual, ecological, social and political factors (Naaldenberg et al., 2009). As individuals engage with each other and their environment, the systems perspective acknowledges individuals and/or organisations in all their interactions (Naaldenberg et al., 2009).

The market for intellectual resources

The disciplinary context of this research is industrial and organisational psychology.

Meta-theoretical statements

Meta-theoretical articulations are rationalities that reflect the nature of what is being taught and highlight the study question (Babbie & Mouton, 2001). It promotes the assimilation of hypothesis between apparently irrelevant wonders, and it moreover sets parameters for expectations inside the particular setting (Hogg & Abrams, 2004). The main disciplinary context of the study pertains to Industrial and Organisational Psychology.

Industrial and organisational psychology (IOP)

Industrial and Organisational Psychology is the scientific discipline on people and how they conduct themselves in the work context which focuses on improving their productivity and quality of life (Cascio, 2015; Brough & O'Driscoll, 2010). Simply stated, the subfield entails the empirical inquiry and application of theoretical propositions associated with the workplace (Provenzano-Hass, 2017). As an academic field advancing scientific knowledge about people at work, Industrial and Organisational Psychology concerns itself about applying scientific knowledge to deal with challenges in the workplace (Cascio, 2015; Brough & O'Driscoll, 2010). The subfield addresses the entire organisation from the most junior to the top with the principal goal being to improve overall workplace efficiency and effectiveness (Provenzano-Hass, 2017).

Career psychology

According to Skorikov et al. (2011) career psychology "is the study of development and professional behaviours as a critical part of development" (p. 693). Greenhaus, Callanan and Godschalk (2000) refer to career development as a continuous step that an employee undergoes while working encompassing novel challenges they encounter. A career is unique to each person and is created by the particular choices of that individual (Coetzee, 2018). Because of the changes taking place in both the global and South African economic and social structures, it is imperative for individuals to possess career resources and adaptive skills to design and facilitate career lives that might bring them psychological fulfilment (Coetzee et al., 2015).

Human capacity development and retention

Human capacity relates to the capacities such as aptitudes, learning states of mind, values, connections, practices, inspirations, assets and conditions that empower people (Kululunga,

2012). Horwitz (2013) notes that cutting-edge organisations require workers who not only possess specialized and utilitarian skills but who also have in themselves the abilities, passionate insights and the capacity to adjust quickly to changing situations. Also important is the capacity to work successfully in extended groups, in administration as well as to have social aptitudes. Britz (2007) argues that since human capacity development is the foremost important resource in organisations. Human capacity improvement is said to be dependent on learning, knowledge acquisition, and applying new knowledge (Kululanga, 2012). The International Labour Organisation (2010) also asserts that the future success of any organisation is dependent on the number of people employed and their productivity levels at work.

Psychometrics

Psychometrics refers to psychological assessments that are scientifically proven to assess individuals' qualities and the outcomes provide useful insight for decision making (Shrout & Lane, 2012). For this study, two instruments to assess the employee's career adaptability and organisational commitment were used.

Theoretical models

Savickas's 2013 model

According to Savickas (2013) career adaptability is multidimensional and comprises four dimensions, namely: "concern, control, curiosity, and confidence" (p.147). Savickas (2013) highlights that it is the individuals' responsibility to differentiate between their willingness to be flexible and to know which coping resources they can utilise. Savickas (2013) also notes that individuals need to distinguish their adapting responses from the outcomes of their adaptation. The author explains adaptation as an individual's consenting mental readiness to encounter complex, unfamiliar, and poorly defined challenges that come with career development tasks, career transitions, and work stressors. Again, these challenges are then managed with matching responses from the individual's proactively or through flexibility (Savickas, 2013). The adaptability resources comprise of individuals' ability to manage tasks, changes, and stressors (Savickas, 2013). Savickas and Porfeli (2012) elaborate that adaptability is measured by concern, control, curiosity, and confidence. With regards to adaptation, Savickas (2013) notes that it is concerned with behaviours in response to changing conditions. Accordingly, adaptation outcomes are measured by career,

commitment, job satisfaction, work success and career decidedness. Thus, Savicka's (2012) foregoing model of career adaptability was used in this study.

The Meyer and Allen Model

Meyer and Allen (1997) formulated the three-component model of career adaptability and referred to it as the Meyer and Allen Model of Organisational Commitment. The model is described as entailing three synchronised mental states made up of affective, normative, and continuance organisational commitment (Meyer & Allen, 2002). Affective commitment explains a subjective, emotional and interactive connection with the organisation based on first-hand experience. Normative commitment is an obligatory commitment, which is a result of the entrenched custom of mutuality. Continuance commitment conveys commitment based on the social and economic costs when individuals part ways with the employer. Given the extensive usage of Meyer and Allen's model in numerous studies, making use of the model is therefore warranted for the study.

The following conceptualisations of descriptions of career adaptability and organisational commitment form the foundation for the study.

Career adaptability

Career adaptability has its roots in the career construction theory (Super, 1980). At its conceptualisation, the theory addressed the lack of ripeness of career maturity knowledge and proposed the link between adolescent career progression and adult career stage development. Career adaptability alludes to an individual's psychosocial resources to deal with career changes and work challenges (Savickas, 1997). Therefore, career adaptability can be viewed as an indicator for ensuring that individuals progress as they desire in their career journey (Urbanaviciute et al., 2020). The past two decades have shown an exceptional advancement of career adaptability compared to career maturity. Morrison and Hall (2002), as well as Rossier (2015) regard career adaptability similarly as flexibility which has emerged abstractly and theoretically as a tool for crafting vocational plans. Rossier (2015) asserts that career adaptability is the puzzle that connects individual interactions and environmental challenges.

Organisational commitment

The popularity of organisational commitment in literature has increased (Cohen, 2007) and is said to be characterised by multiple dimensions (Porter et al., 1974). The authors describe organisational commitment as an employees' bond with the organisation, shown by their

willingness to work long for an organisation because of the perceived alignment between identified goals and values.

Committed employees always act in favour of the organisation but when there is a lack of commitment from the employees, it leads to a high turnover rate, low productivity and ultimately lower profit margins (Arasanmi & Krishna, 2019). Becker (1960) and Alluto et al. (1973) describe the “exchange-based definition” theory of organisational commitment. In this theory, the authors argue that employees are committed to an organisation as long as they remain in the same position, however, if they are offered different benefits the organisational commitment tends to wane. Powell and Meyer 2004 describe the “side bet” theory in their description and explain organisational commitment as actions relating to how employees remain in their organisations. These actions as the authors note are best described through normative and calculative commitments. Roxenhall and Andresen (2012) refer to the normative and calculative commitments as individuals' inclination to work for an organisation based on weighed costs versus the benefits of leaving the company.

Methodological convictions

The quantitative research approach was followed to conduct this study.

Central hypothesis

The formulated central hypothesis for the study was:

There is a relationship between career adaptability and organisational commitment. Employees' demographic variations according to gender, age, ethnicity, qualifications, tenure and business unit differ significantly according to their career adaptability and organisational commitment.

Research hypothesis

The following research hypotheses were formulated following the central hypothesis.

H1: A statistically significant relationship exists between the demographic variables (age, gender, ethnicity, qualifications, tenure and business unit), and career adaptability and organisational commitment amongst investment sector employees.

H2: The investment sector employees from the various demographics groups (such as age, gender, ethnicity, qualifications, tenure and business unit), vary significantly in their ranks of career adaptability and organisational commitment.

H3: Career adaptability relates negatively to organisational commitment amongst employees in the investment sector

H4: There is a statistically significant negative relationship between career adaptability and organisational commitment as observed in a sample of investment sector employees

H5: There is a statistically significant positive relationship between career adaptability and organisational commitment in a sample of investment sector employees

Research design

Terre Blanche and Durrheim (2006) state that a research design is a charter that connects the research questions and the implementation of the research. Bless et al. (2007) expand the stated explanation and assert that the research design provides details on the sampling process, how data is collected and analysed. In this section of the study, the following aspects of the research design are addressed: research variables, type of research, unit of analysis, methods of ensuring reliability, validity and ethical considerations.

Research variables

Bless et al. (2007) define a variable as “an experiential element which can take on different values” (p. 187). In this study, career adaptability is the independent variable and organisational commitment is the dependent variable. The study set to determine whether a relationship exists between the independent variable (career adaptability) and the dependent variable (organisational commitment).

Type of research

A quantitative, cross-sectional study design was employed to address the research questions. The benefit of the quantitative approach is that it enables the researcher to measure data while allowing comparisons (Creswel et al., 2017). Therefore, this quantitative study aimed to gather factual information and did not have any interference from the researcher as highlighted by Welman et al. (2009). Lynn (2009) notes that a cross-sectional

survey design allows the collection of data at a specific point in time. The author further explains that a cross-sectional survey design enables the exploration of several variables concurrently whilst enabling easy data collection. The benefit of the cross-sectional research is that it gathers responses at a specific point in time (Bless et al., 2007). However, Bless et al. (2007) also point out the downside of using the cross-sectional research design. The authors state that since data is collected at a specific point in time, there often is a difficulty in recording the gradual change when compared with longitudinal research as an example. The research is also classified as a descriptive study in that it further explained the main variables. Concepts that are described in the study are career adaptability and organisational commitment. Through these descriptions, the study meets the stated criterion set for a descriptive study. In addition, by analysing the relationship between career adaptability and organisational commitment, the study used descriptive, correlational and inferential statistics.

Unit of analysis

An employee in the investment sector is the unit of analysis.

Data and research output quality

This study adopted a systematic approach to theoretical and empirical investigations. Also, reliable and valid measuring instruments were used for data collection.

Validity

Validity refers to the correctness of the process followed, and the relevance of the assessment instruments used (Leung, 2015). Logical reasoning to select the right question, research design and tools to interpret the results is required (Leung, 2015). Terre Blanche and Durrheim (2006) affirm that a study will have integrity if it meets the internal and external validity criteria. Hunsley and Meyer (2003) highlight that to ensure validity, literature applicable to the research topic, research aim, and problem statement should be used. The literature reviewed also pertained to the research topic which also ensured validity. Again, to ensure validity, the measuring instruments used in the empirical study were appropriate for the data analysis methods, and the theoretical models appropriate for the research topic. An appropriately considered sample size was used to ensure internal validity.

Reliability

Regarding quantitative studies, reliability refers to the ability to conduct a similar study and obtain the same outcome on both studies, thus indicative of the study's replicability (Leung, 2015). Foxcroft et al. (2001) assert that to ensure reliability, existing literature sources and models should be reviewed. The authors further elaborate that to ensure reliability there is need for ensuring a standard scoring and instructions of the study instruments. Accordingly, and to ensure reliability, a standardised instrument was used to collect data. The sampling methodology and the reliability of the measuring instrument were based on the Cronbach alpha coefficient.

Ethical considerations

Babbie (2013) defines ethics in research as the accepted standard of moral principle needed to guide how the researcher conducts the study. Bromley et al. (2015) define ethics as a "set of moral principles binding research procedures that comply to professional, lawful and social duties towards research participants" (p. 2). Hence, the processes adopted in this research adhered to ethical standards. De Vos et al. (2011) highlight the ethical parameters of honesty, objectivity, integrity, confidentiality and responsible publication. These parameters, as outlined by the authors, were adhered to in order to conform to ethical principles and ensure the integrity of the research. Permission to carry out the research was obtained, from the participating organisation and the research ethics committee. Where classical and recent sources of information were used; authors of all sources were acknowledged and cited. This ensured that the respect for intellectual property was exercised. Participants were apprised about the purpose of the study, what information was required from them, the benefits of their participation and the potential harm they may encounter during the course of data collection. After informing the participants, they gave their consent. The assurance of confidentiality was provided, and respondents' responses were kept completely confidential.

Research method

The research method comprises a review of relevant literature whereby the study variables are underpinned in relevant theories. Research methods also include a selection of participants through sampling, determining the measuring instruments, selection of the study design, detailing how data will be collected and analysed, considered ethics and how the study's results will be interpreted.

Phase 1: Literature review

Step 1: Literature review on career adaptability

Literature on the concept of career adaptability of workers in the investment sector was evaluated in this section.

Step 2: Literature review of organisational commitment

Literature on the organisational commitment of employees in the investment sector was examined in this section.

Step 3: Theoretical relationships analysis

The review of literature's focus was to determine the relationship between career adaptability and organisational commitment amongst workers from the investment sector. Demographic variables of the study's respondents were also analysed to determine their influence on employees' levels of career adaptability and organisational commitment within the chosen organisation.

Phase 2: Empirical study

The research article is provided in chapter 3 based on the empirical study. The chapter outlines the study focus, study background, literature review patterns, potential value-add of the study, the research design, results, conclusions, study limitations, future study recommendations, and recommendations for the practice of organisational and industrial psychology.

Step 1: Sampling processes

A population refers to the complete set of cases or individual elements where a study sample is drawn (Etikan et al., 2016). This study used a non-probability convenience sampling technique to draw up a sample from the population. The research design was cross-sectional as the data collection instrument collected information during a specific point in time. Convenience sampling allows the "population elements to be selected easily and conveniently" (Maree, 2007, p. 177). The author notes that convenience sampling is a fast and less costly way of obtaining a sample, although the sample may not be representative of the population. Investment employees comprising the population were invited to take part in the study. The study obtained a sample of 200 employees ($n = 200$).

Step 2: Measuring instruments

Measuring instruments used in the research are outlined below:

Demographic questionnaire

A demographic or biographic questionnaire was used to collect demographic variables of the participants such as age, gender, ethnicity, qualifications, tenure and business unit. Closed-ended questions were used to collect these variables with respondents selecting a particular response category.

Career Adapt-Abilities Scale (CAAS).

The international format of the Career Adapt-Abilities Scale (CAAS) was used to assess career adaptability and its dimensions. This instrument consists of 24 items categorised to assess the four dimensions of career adaptability (concern, curiosity, control and confidence) (Maree, 2012). Using the CAAS, research participants were requested to select on a scale from one (not strong) to five (strongest) the answer that they related to the most. The following reliabilities of the CAAS subscales were considered appropriate: career concern (0.77), career control (0.71), career curiosity (0.78), and career confidence (0.80), thus an overall reliability of 0.91 for career adaptability (Maree, 2012). Savickas and Porfeli (2012) highly recommend CAAS due to its excellent ability to produce similar results across diverse study settings. Maree (2012) despite concurring with Savickas and Porfeli (2012) recommends the CAAS' further investigation in the Republic of South Africa to ascertain its validity.

Organisational Commitment Questionnaire (OCQ)

Allen and Meyer's (1990) Organisational Commitment Questionnaire (OCQ) was used to assess organisational commitment. Three scales of organisational commitment are evaluated by the OCQ, namely affective, continuance and normative (Meyer & Allen, 1993). The OCQ consists of 18 items which are plotted on a seven-point Likert scale ranging from one (strongly disagree) to seven (strongly agree). The following reliabilities for affective (0.85), continuance (0.79) and normative (0.73) commitment were considered appropriate (Meyer et al., 1987). Allen and Meyer (1993) describe the affective commitment as the employee's level of identification and emotional attachment to the organisation. The authors also describe continuance as the employees' commitment based on their perception of loss incurred after leaving the organisation. Lastly, Meyer and Allen (1993) define the normative component as the employees' sense of responsibility to remain with the company and not leave for another organisation.

Step 3: Data collection

When conducting research, ethics should play a pivotal role (Stahl et al., 2015). The consideration of ethical behaviour is very important (Welman & Kruger, 2009) and was adhered to in this research. Accordingly, the data was collected using an online tool whereby the surveys were distributed to be completed by individual employees. To ensure the privacy of the respondents, individuals were allocated coded identities to conceal their true identities. The data was encrypted to ensure privacy and security of participants. Three instruments were used to collect data, these were a biographical questionnaire, CAAS and OCQ. The participants' confidentiality was guaranteed by minimising access to the number of people who could see or use the data. All the information was securely stored in a password-protected server. Moreover, the participants were not exposed to physical or psychological harm during the study.

Step 4: Data analysis

The responses collected were in a layout that was friendly for statistical analysis. The Statistical Package for Social Science Software program (SPSS) version 26.0 was the statistical tool used to analyse the data. Inferential and descriptive statistics were computed using the SPSS program. Descriptive statistics were computed to depict the data according to the sample composition and average scores on both the CAAS as well as OCQ using frequencies, means, and standard deviations. Correlational analysis (as part of inferential statistics) was computed using the Pearson Correlation (r). This helps determine whether the relationship between career adaptability and organisational commitment is statistically significant among employees in the investment sector in South Africa.

Step 5: Hypotheses

To achieve the objectives of the study the research hypothesis was tested.

Step 6: Reporting and interpreting data analysis outcomes

Statistical figures and tables were used to present the data collected. To interpret the results, statistical analysis was conducted.

Step 7: Further discussion of findings

The empirical outcomes of this study were compared to the literature reviewed to contextualise the study.

Step 8: Concluding on research outcomes

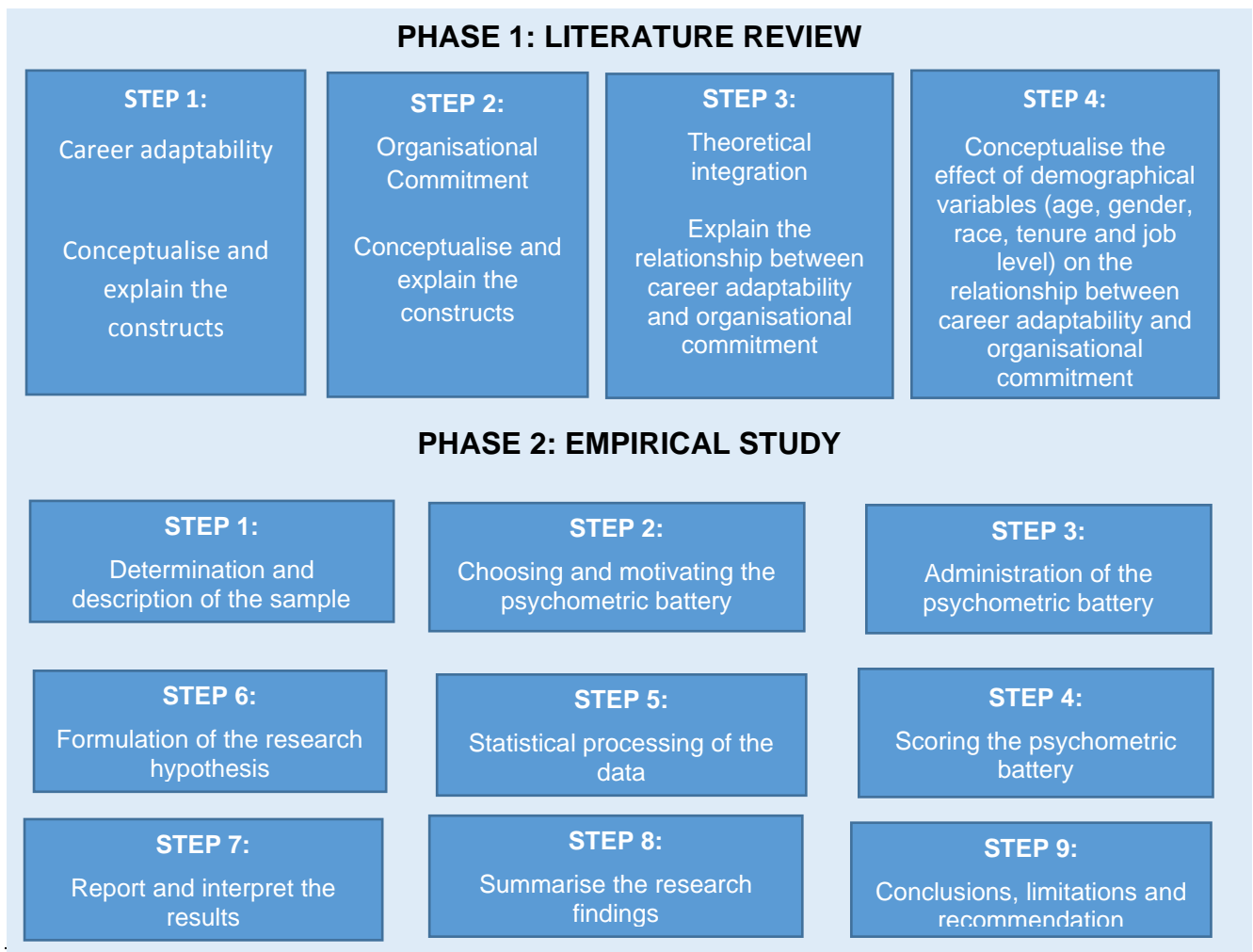
The conclusion on the study was drawn from the research's general objectives and the specific theoretical and empirical objectives.

Step 9: Making relevant recommendations

The limitations of the study were discussed, and they related to the scope of the literature reviewed, the study design, sampling method, size and characteristics of the study. Recommendations on methodology, practice and future research were outlined.

Figure 1. 1

Research methodology process



Note: The research methodology process shows the procedural steps that will be followed for the research study.

Chapter layout

The structure outlined below provides for how the chapters are presented in this dissertation.

Chapter 1: Scientific orientation to the study

Chapter one orientates the reader to the application of the scientific approach in the research by discussing the background, motivation, problem statement, research aims and questions and paradigms.

Chapter 2: Literature review on career adaptability and organisational commitment

This chapter outlines the research concepts and their background, these concepts are career adaptability and organisational commitment. The chapter also discusses how the research concepts are related and the implications of the relationship.

Chapter 3: Research article

Chapter three is the research article, as per the requirements for publication. The research article elaborates on the empirical study, research methodology and summarises the investigated sample and population. The data collection instrument is also described as well as the rationale for its selection for the study. Furthermore, how data is collected is described as well as the presentation of the hypothesis. Chapter 3 ends with a summary that integrates the research results.

Chapter 4: Conclusions, limitations and recommendations

The conclusion as deduced from the research aims is covered in Chapter 4. Further discussed herein are the limitations of the study and appropriate recommendations are proposed.

Chapter summary

The chapter discussed and provided clarification of the backdrop and the motivation for the study, the problem statement, aims of the study as well as the paradigm perspectives. The research model, research design and the research method employed were discussed in this chapter. The context of the study was also presented mainly focusing on the relationship between career adaptability and organisational commitment amongst the employees in the investment sector. The significance of the study encompassing to empower employees in making career-related decisions, and organisations in developing more effective organisational commitment strategies, was also outlined.

Chapter 2: Literature review on career adaptability and organisational commitment

This chapter discusses the constructs of career adaptability and organisational commitment including their relatedness as well as the practical implications of the relationship. Also discussed are the theoretical models on organisational commitment and career adaptability.

Career adaptability

The conceptualisation of career adaptability, including the definition, theories and dimensions are outlined in the following section. The relationship of career adaptability and organisational commitment together with the already highlighted demographic variables is discussed. Thus, the section concludes with a theoretical integration of career adaptability.

Foundations of career adaptability

The paradigm of Career Psychology encompasses career adaptability which is then discussed within this domain. The section below elaborates on concepts associated with career adaptability.

Paradigmatic foundation: Career Psychology

Career psychology is a subfield within the discipline of psychology which focuses on studying and facilitating occupational development in an individual's life span, with particular attention to adult career development (Savickas et al., 2017). The authors assert that career adaptability is a central component of human development which investigates career development and career behaviour. Greenhaus et al. (2000) describe career development as a purposeful approach whereby an employee as in this study, passes through stages marked by unique issues, tasks and themes.

The conceptualisation of career adaptability

Career adaptability materialised in the developmental career tradition to denote stages through which adults move forward in their careers (Savickas, 1997; Super & Knasel, 1981). Until recently, career adaptability had been proven to relate to positive outcomes among young people. Lately, career adaptability has taken over career maturity as a concept for conceptualising resources for coping intended to change an individual's circumstances and self to achieve a life-career. The rise of the paradigm of life-designing has meant that career adaptability has progressed as a principal concept and main aim for life-career success and satisfaction (Savickas et al., 2009). Furthermore, the basis of the concept of adaptability is found in the traditions of person-environment suitability (Christiansen et al., 2005).

Career adaptability represents established transactional resources consisting of particular competencies, attitudes, and behaviours (Duffy, 2010). These transactional resources facilitate job search opportunities while enabling the formation of alternate career improvement choices, enhancing employees' suitability to their selected work context while they take part in their work role positively (Duffy, 2010; Klehe et al., 2012; Savickas, 1997; 2013; Tolentino et al., 2013). Savickas (2009) further refers to career adaptability as the competencies, behaviours and attitudes that individuals enact towards ensuring that they are suitable for the work they do. Career adaptability as an individualised resource relates to the employees' agency to manage their careers, decide on career issues and to have the confidence to adapt to the evolving work situations (Bakker, 2011).

Career adaptability can be considered as a psychosocial concept describing a person's means of managing existing and expected tasks, changes, and stressors in their work-related roles that change their societal integration (Savickas, 1997; Savickas & Porfeli, 2012). Overall, career adaptability may provide strong psychological and/or self-regulating resources suitable for stressful jobs and thus prevent employees from feeling unfairly treated (Hsu & Chang, 2019). Individuals utilise these self-regulation sources to resolve problems that are poorly defined, difficult and peculiar as may be presented by the tasks, changes and stressors. The resources are referred to as psychosocial because they are within the junction of person-in-environment. Therefore, adaptability outlines an individuals' leeway to the communal environment as they engage with their community and control their occupational behaviour (Savickas, 2013). Likewise, Hsu and Chang (2019) highlight that career adaptability may moderate the relationship between proactive personality and justice perception.

Savickas and Porfeli (2012) explained career adaptability as hierarchical and multidimensional which includes four components. The first component, as the authors describe, is a concern (preparing and focussing on the future). The second is control (ability to make decisions), then curiosity (inquisitiveness on one's career choices), and lastly confidence (trusting in one's capabilities to overcome difficulties). These components are used as psychosocial resources or skills that enable one to adjust to different daily jobs and circumstances. As a result, career adaptability empowers individuals towards managing occupational growing tasks and work stressors (Savickas et al., 2009). Consistent with the conservation of resources theory, four psychosocial resources of career adaptability may be available for individuals. These resources enable individuals to integrate functions that help

guide their thoughts, reflections, and perceptions at work and increase perceptions of meaning in the workplace as may be consistent with their proactive personalities (Hsu & Chang, 2019).

Career adaptability models

Savickas's 2013 model on career adaptability

Savickas (2013) describes career adaptability as a multidimensional concept made up of four aspects - concern, control, curiosity, and confidence. Savickas (2013) notes that at the onset, people should differentiate among adaptability resources, adaptive readiness, adapting responses, and adaptation results. The author refers to adaptive readiness as the psychological feature inclining one to face the peculiar, intricate, and poorly defined challenges that are presented by occupational progressive tasks, occupational changes, and work stressors with the appropriate responses, usually operationalised as flexibility.

Adaptability resources are described as psychosocial strong points that prepare one for self-regulation in managing the tasks, changes, and stressors. Concern, control, curiosity, and confidence are thus the parameters that measure adaptability (Savickas & Porfeli, 2012). Adapting signifies carrying out adaptive behaviours that address changing circumstances. Utilising Savickas' (2013) model as a framework to investigate career adaptability; the researcher assessed the four dimensions with varying attitudinal and/or behavioural scales.

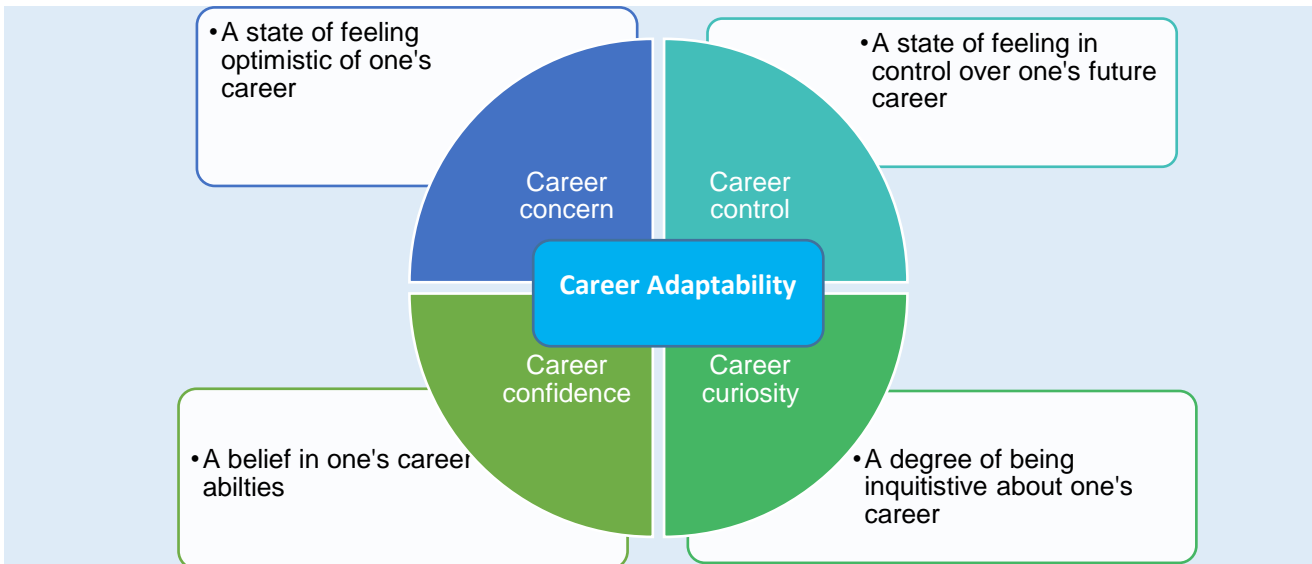
Dimensions of career adaptability

Savickas' (2013) career construction provides a modern upgrade of the progressive standpoint on occupational behaviour and an all-inclusive career evaluation and counselling method. Four basic dimensions of career adaptability are identified by Savickas (2013) model of career adaptability. Refinement of this concept shows progressive sequence wherein individuals often start the groundwork about concerns for their future, control of their existence, curiosity over their vocations, and confidence to build their future and manage obstacles in their career paths (Savickas, 1997; 2013). Savickas' findings present the theoretical scope of life-career choices, exploration of career and work opportunities and building of confidence while owning one's life-career decisions to solve challenges. Savickas (2013) describes the adaptive functions of orientation in four career developmental stages. These include exploration, stabilisation, management and disengagement. The tasks related to these stages of functions involve forming attitudes, beliefs and

competencies associated with career planning, adjustment and choice. Figure 2.1 illustrates an integration of Savickas and Porfeli's (2012) as well as Ferreira's (2012) four universal dimensions of career adaptability.

Figure 2. 1

The four dimensions of career adaptability



Career concern

Career concern relates to having a positive outlook on the future and the ability to plan for the same and entails the capacity of a person to be conscious of and plan for an occupational future. Stolz (2014) states that career concern is embedded in hope and optimism hence attitudes of indifference and pessimism indicates symptoms of a lack of career concern. Positive emotions about the future are enhanced by valuable experiences and opportunities in the workplace. Activities, experiences and opportunities accord persons an increasing sense of hopefulness and an attitude of planning for the future. With inadequate attention, the future often gives rise to troublesome behaviours and negative emotions. When employees do not have hope, it results in inappropriate workplace behaviours. Career counsellors make use of interventions to increase career concern by intensifying awareness, nurturing optimism and harnessing planning for future orientation and beneficial behaviours. To aid in creating hope, career counsellors have to focus on increasing the employees' optimism and planning skills for the future (Stolz, 2014).

Career control

Career control entails increasing one's self-guidance by making career decisions and being accountable for the future (Savickas & Porfeli, 2012). It is a sense of self-direction and personally owning one's future and being able to decide on occupational and educational pursuits (Savickas & Porfeli, 2012 Savickas & Porfeli, 2012). Control relates to people's obligation to mould themselves and their environment to face hurdles with determination, perseverance and self-discipline (Savickas & Porfeli, 2012). Career control is embedded in the notion that it is advantageous for persons to apply some influence over their context and not only have the ability to use self-regulation strategies (Stoltz, 2014). Accordingly, assertive behaviours and wilful acts cultivate self-sufficiency and independence whereas an inability to take charge of one's future results in problems of wavering career choices. Thus, career counsellors often use interventions in decision-making to upsurge career control by describing the self-concept, lessening worry, and enabling clients to face parental disapproval (Savickas & Porfeli, 2012).

Career curiosity

Savickas (2013) on describing career curiosity states that it mirrors an inquisitive attitude leading to exploration of a career productively. It thus allows adolescents to explore their occupational and vocational options, and realistically approach the future. Overall, curiosity enables individuals to set sights on substitutions for themselves in their situations and visualise themselves in different roles (Savickas & Porfeli, 2012). Thus, being curious about one's possibilities enhances explorative behaviours whereby confidence is gained from established and enabling information towards better decisions. Inquisitive behaviours and taking risks harness interest in the work environment whereas the absence of career curiosity minimises exploratory behaviour and may foster fantasy and impractical goals for the future (Savickas & Porfeli, 2012).

Career confidence

Career confidence relates to acquiring the ability to solve problems and beliefs of self-worth and entails one's self-assurance and skills to meet and resolve occupational and career challenges (Maree, 2017). It is exemplified by individuals with resolute career confidence particularly in their career goals even when faced with impediments and obstacles. Also argued is that the construct encompasses effective attitudes and problem-solving skills towards circumnavigating impediments as may be encountered when building the future. Again, perseverance and hardworking behaviours tend to nurture confidence without which there may be reservation, uneasiness and shyness moving into the future (Maree, 2017).

Accordingly, social modelling, role-playing and interventions for cognitive behaviour are some of the tools used by career counsellors to enhance confidence and harness self-esteem (Maree, 2017). As a whole, career concern focusses on having a future, career control focusses on possessing one's future, career curiosity refers to the exploration of possible selves and confidence denotes the skills to build a future one prefers to overcome problems (Maree, 2017). The primary goal for career construction is thus to upsurge a person's stage of career adaptability to enable them to make their progression effectively (Maree, 2017).

Approaches to career adaptability

Person-environment fit

A linear-hierarchical progression was followed by the model of a career in person-environment fit and the vocational choice (Holland, 1997; Jansen & Kristof-Brown, 2006). Inkson (2015) explains that most employees are assumed to take a set route from school to the work environment and progress up a career ladder to levels of increasing achievement and responsibility in a company. Career counselling practices tend to follow a similar pattern by facilitating occupational directive services where people are matched to occupations (Savickas, 2013). Occupational guidance is assimilated through models that pay attention to individuals' uniqueness in the context of the person-environment fit. Holland (1997) outlines six types of personalities namely investigative, realistic, social, artistic, conventional and enterprising. These types of personalities match individuals' occupational interests, capabilities, work values and personality features. Holland's (1997) six types of personalities are also matched with educational and work situations, meaning that with knowledge of dominant features of individuals' occupational personalities, counsellors can assist clients by matching them with careers that correspond with their personalities.

Based on the six-personality theory, Holland (1997) correlated an increased sense of being clear of one's personality type observed through occupational identity directly to an increased ability for one to adapt and make adjustments in their work situation. Nilforooshan and Salimi (2016) describe career adaptability as a constantly changing mechanism that is associated with career adapting behaviour and dispositional personality features. Thus, career adaptability showed strong relationships with positive psychological features such as resilience, optimism and hope (Buyukgoze-Kavas, 2016).

Life-span development

Even though theories like Holland's (1997) in the person-environment fit psychology tradition befittingly countered the question of which occupation is most suitable for a person's unique personality, the theory does not answer how people advance in their professional roles. Addressing this shortfall, Super's (1993) developmental theory of vocational behaviour postulates on how individuals manage the progression of their careers and tasks that match the advancement of their careers.

Super's (1993) model proposes the concept of career maturity that denotes preparedness of an adolescent to change towards meeting the demands of societal roles including the role of being a worker. Occupational advancement in adolescence apparently involves increasing a person's level of career maturity by addressing career-exploration level tasks in two domains - cognitive and attitudinal domains (Savickas, 1997; Super, 1993). Crites (1971) and Alderson (2008) describe successful attitudinal domain coping as illustrated by adolescents' having strong beliefs regarding the importance of planning their future vocations as they explore work and initiate behaviours to realise their beliefs. With regards to the cognitive domain, the authors describe success as an exploration stage whereby coping entails adolescents' acquiring and using knowledge on process and content of career decision making, and the world of work to make occupational and educational decisions. Career adaptability has thus emerged as a construct within lifespan, life-space theory due to career maturity's minimal success to fully capture processes of adult career development (Knasel & Super, 1981).

Super's theory (1993) improvement included individual variations and explained, using the social role theory. The theory explores how people progress through life-careers while simultaneously making decisions regarding their careers. As a result of Super's theory, the progression of roles in life changed career theory from a single-dimensional comprehension of people to a multidimensional understanding. Thus, the multidimensional view includes acclimatising the individual and the situation to different roles in different situations including school, work, community and home. Such a change marked a shift from functionalism to a post-modern method of comprehending the occupational self in many settings (Wood et al., 2015).

Life-designing

In reaction to criticisms about Super's work on life-span development, Savickas et al. (2009) postulated the paradigm of life designing which explained the intricacies of the 21st-century career life. By doing so, Savickas et al. (2009) proposed adaptability as a fundamental concept for influencing one through relationships and work. Accordingly, the career adaptability construct within the lifespan, life-space theory describes parts of the processes of decision-making, coping and learning, (Savickas, 1997). In addition, Savickas (2013) notes that adaptability's main objective in life-design counselling refers to the four dimensions of lifespan, life-space theory which is fused in the career construction theory. The first dimension is about variations in people in form of styles and adaptive skills. The second-dimension entails advancement in adaptation through life's course. The third dimension entails one in a form of phenomena that pay attention to personal objectives while advancing towards a combined self-view. The last dimension encompasses contexts like cultural and historical factors, for example, obstacles and affordances that outline career advancement.

Biographical variables influencing career adaptability

First conceptualised by Savickas (1997), career adaptability signifies an important skill in a person's capability to manoeuvre different career tasks. Career adaptability is defined as a person's capability to adjust to fluctuations in employment (Duffy, 2010). Duffy (2010) and Armstrong and Rounds (2010) argue on the predictors of personalities and characteristics of individuals and neglected to investigate the impact of social factors. Career adaptability is regarded as a skill that lasts throughout one's lifetime. It is a way of advancing one's career through preparation, transition and development that enables individuals to manage 21st Century work and life needs, and problems as posed by technology, economic, moral and required social skills in the work environment. Accordingly, Savickas (1997) asserts that adaptability is an enduring life skill throughout an individual's life. Hirschi (2012) complements this assertion by noting that adaptability assists people to navigate current careers and overcome challenging situations in their professions.

Age

Bourke (2014) acknowledges the ageing workforce especially in industrialised countries with accompanying implications to extend people's work lives to provide for arising financial constraints. Similarly, Savickas (1997) and Zacher (2014) highlight that career adaptability will become more crucial as it will assist older workers to re-establish, maintain and achieve

suitability in their new work environments and success in their careers. However, Rossier et al. (2012) contend that career adaptability is not influenced by age and thus contradictory to the vocational maturity development model, which posits that with increased maturity there is increased age. Hence, the authors regard the relevance of career adaptability as a 21st-century world of work construct.

With regards to age and adaptability, the literature reviewed was inconsistent. Stoltz (2014) postulated that with an increase in age, career adaptability decreases. Similarly, Tladinyane et al. (2015), Savickas (2012) and Rostami et al. (2012) conclude that the desire to change declines with age and the younger and middle-aged people are better able to adapt in comparison to older workers. The authors further assert that the older workers approach developmental experiences expected of them negatively because such experiences may be occurring at unanticipated times in their lives. In support of Tladinyane et al. (2015), Savickas, (2012) and Rostami et al. (2012), Koen et al. (2012), indicate that career exploration as a dimension of career adaptability declines as workers grow older. Thus, younger workers transitioning from school to work tend to need a larger degree of career adaptability in comparison to older employees (Koen et al., 2012).

Another view related to Johnston's (2018) assertion that career adaptability is situational thus illustrating that the change made from the work environment to retirement portrays rapid career adaptability. Similarly, Heckhausen et al. (2010) posit from life-span development literature and models to demonstrate that career adaptability increases with age and that older workers have increased career confidence and career control in comparison to young workers (Zacher, 2014).

Gender

Men and women's career development trends differ considerably. It is therefore important to explore gender differences in the career context (Hiramoto et al., 2011). Despite the assertion by Hiramoto et al. (2011), there is little literature available that relates to gender and career adaptability. Rossier et al. (2012) and Havenga et al. (2011) rationalise that women score higher in the control sub-scale in comparison to men. The authors highlight that women tend to be confronted by more social hurdles than men. Hiramoto et al. (2011) Rossier et al. (2012) and Havenga et al. (2011) further assert that career adaptability is indeed impacted on by gender disparities. However, Ferreira (2012) and Havenga et al. (2011) conclude that because of purposeful planning, women tend to show advanced levels

of career adaptability than men. Whereas, Carless and Arnup (2011) still maintain that men tend to change careers more than women as an indication that they are more flexible than women. Maggiori et al. (2013) and Hirschi (2009) stated in conclusion that gender and career adaptability showed no significant relationship.

Ethnicity

Coetzee and Stoltz's (2015) study compares career adaptability and ethnicity and found that black people tend to have advanced levels of career adaptability than white people particularly in South Africa. Higher levels of career adaptability among black participants were said to be related to the country's post-apartheid era which increased opportunities for Africans within organisations, thus requiring an advanced level of career adaptability from black people in particular. João and Coetzee (2012) concur with Coetzee and Stolz (2015) and state that in the South African work environment, black people found career development support and opportunities for growth to be most important in comparison to any other racial group.

Qualifications

In reviewing the available literature, it was evident that qualifications are still considered one of the important factors within career adaptability scholarship (Koen et al., 2012). There is room for tertiary institutions to play a role in preparing graduates to be career adaptable (Koen et al., 2012). The university syllabus needs to be revised to keep up with the rapid changes in the labour market (Bridgstock, 2009). Accordingly, Jung and Young (2019) posit that when the job environment was relatively stable in the past, career development was focused on career maturity which then promoted upward mobility along with increased knowledge. However, Leoni and Gaj (2008) explain that production changes globally have affected capabilities and knowledge and in so doing, have reduced the value of vocational and educational qualifications as indicators of people's skills.

Tenure

Brown et al. (2017) and Rossier et al. (2012) investigated job-specific tenure and organisational tenure and report in their findings that workers were at risk of complacency and contentment if they do not up-skill or re-skill for an uninterrupted period of five to ten years. As a result, the ability to be adaptable and flexible will decline and thus increasing susceptibility in the labour market.

Furthermore, Brown et al. (2012) describe the way skills can be improved in challenging times such as through the exploration of different career opportunities that allow for adaptability and career change. The authors recommend changing careers as a way of enabling flexibility and career adaptability and also endorse learning new skills, acquiring new knowledge and taking on challenging work instead of a long tenure in a particular job. Additionally, Zacher et al. (2015) propose that workers should improve career adaptability, in particular, career concern and career confidence as these positively impact job tenure. Porfeli and Savickas (2012) concur that positive career commitment is predicted by career adaptability.

Stoltz (2014) indicates that employees particularly those in their early-career stage who have low tenure tend to show higher levels of career adaptability. Porfeli and Savickas (2012) and Zacher 2014 agree on with the assertion that increased career adaptability adds to increased tenure in an organisation. However, Coetzee and Harry (2014) suggest that literature on tenure and career adaptability is inadequate and it cannot be conclusively deduced that career adaptability can be stimulated by decreasing tenure in a particular job or promoting a career change.

Business unit

To the best knowledge of the researcher, there are currently no studies that have explored the relationship between the business unit and the main constructs under study. Several studies on career adaptability have investigated personal differences among people. Zacher (2015) studied the connection between the dimensions of career adaptability (control, curiosity, confidence and concern) and daily manifestations as well as career outcomes. The results showed marked intrapersonal variations in workers' behaviour regarding career adaptability during a course of five working days (Zacher, 2015).

Implications of career adaptability and practice

The four dimensions of career adaptability allow people to adjust their actions to constantly changing nature of work and they also serve as enablers to work resources and work demands. Bakker (2011) as well as Schaufeli and Bakker (2004) explored the correlation between career adaptability and organisational commitment. The authors found that career adaptability ensures suitability with the organisation and allows a robust sense of organisational commitment. In addition, it contributes to work engagement, career success, job satisfaction and positive results of the organisation (Savickas & Porfeli, 2012; Zacher,

2014). Therefore, organisations that support their employees to develop career adaptability have a high probability of promoting organisational commitment.

Consistent with the foregoing literature reviews, it is evident that career processes need adaptability, which the authors have explained as individuals' ability to change themselves and their situation towards positive achievements (Brown & Lent, 2016; Morrison & Hall, 2002; Santilli et al., 2017; Savicka, 1997; 2013; Savickas & Porfeli, 2012; Super & Knasel, 1981). In essence and to remain productive, purposefully and gainfully employed, workers should consistently adapt throughout their lives to facilitate responses to changes in personal and environmental needs and/or challenges. Career scholars and practitioners promote career adaptability in the life-designing paradigm in appreciation of the need to adapt (Savickas et al., 2009). Maree (2015) also highlights that career adaptability is promoted through narrative practice methods as the main concept that is essential in comprehending occupational behaviour. Career adaptability is also important in developing interventions that help people make self and situational adjustments that facilitate navigation of the world of work. This will result in enhancement of behaviours that promote work success such as employability, self-regulation, emotion and attitudes that enhance job satisfaction (de Guzman & Choi, 2013; Glavin, 2015; Hamtiaux et al., 2013; Hirschi, 2012; Rossier, 2015; Savickas et al., 2009).

In summary, career curiosity energises exploration of the probable self and occupation. Career concern stimulates the creation of probable futures. Career confidence enables people to build their desired future while overcoming challenges. Career control accords one ownership of the career they have chosen. As such, counselling in career construction's main goal is to improve individuals' career adaptability levels thus enabling them to make their progression where opportunities are constantly changing (Savickas, 2002). A conceptual framework to carry out career interventions and explore their effectiveness is illustrated by the career adaptability model and its dimensions provide a scale that measures progression, thus equipping counsellors with a tool for assessing career adaptability skills (Savickas & Porfeli, 2012).

Furthermore, career adaptability explains individuals' willingness and aptitude to adjust to varying work situations i.e. the ridge (e.g., career disequilibrium or transition). It thus initiates intrapersonal and interpersonal processes that guide an objective set of action that is achieved when the employee is not flexible or not willing to change but persists at routine

activities (Savickas & Porfeli, 2012). Career adaptability signifies a valuable scientific concept for comprehending occupational behaviour and is also entrenched in Super's lifespan and Life-space theory and is now regarded as a characteristic of the life-design paradigm. Maree (2017) also concludes by stating that career construction practice and theory assist in the explanation of how people manage in response to tasks that develop careers, changes in occupations and works stressors. As a result, the four dimensions of career adaptability give researchers a conceptual frame in the study of life-career design. Career adaptability also provides practitioners with a structure for evaluating the best way to help people encountering changes in their career and how to implement the relevant changes (Maree, 2017). It moderates the relationship between proactive personality and turnover intention (Hsu & Chang, 2019). Therefore, one can conclude that career adaptability is suitable for modern career dynamics towards helping individuals in directing themselves during changing career situations and needs. In line with research aim one, the above discussion has addressed the conceptualisation of the construct career adaptability amongst employees including those in the investment sector.

Organisational commitment

This section discusses the concept of organisational commitment, its definition and its dimensions along with related theories. Variables influencing organisational commitment are highlighted, including their correlation with career adaptability and thereafter, a summary of the reviews on the construct is provided. However, and as a guideline, the section below begins with a discussion of the conceptual and paradigmatic basis of organisational commitment; followed by the exploration of the different methods of organisational commitment models foci and their backgrounds. Thereafter, a discussion on the construct's implication related to their impact on decision making in careers is outlined. Lastly a review and the integration of variables related to the constructs of career adaptability and organisational commitment.

Paradigmatic and conceptualisation foundations of organisational commitment

The underpinning paradigm is that organisational commitment is a construct within organisational psychology as a subfield of the discipline of industrial and organisational psychology.

Paradigmatic foundation: Organisational Psychology

Muchinsky (2005) define organisational psychology as a branch of psychology focusing on how individuals' attitudes and behaviours are affected by the context of the organisation they work for. Organisational psychology is also referred to as organisational behaviour (Ivancevich & Matteson, 2002). Muchinsky (2005) describes four foci in organisational psychology that affect social influences, and these are group dynamics, role-related behaviour, communication patterns in an organisation and feelings of personal commitment towards an organisation. To understand the behaviour of workers in an organisation, managers have paid attention to worker productivity, work-related stress, work-life quality and how employees' careers progress. According to (Tebele et al. (2013) organisational psychology predominantly evaluates worker attitudes towards their jobs including the reasons and results of career progression as well as how individuals feel about being part of their workplaces.

Conceptual foundations of organisational commitment

Below is a discussion on three core concepts relevant to the current study: organisational commitment, occupational commitment and career salience.

Organisational commitment

Organisational commitment is regarded as employees' feelings of optimism with regards to the organisation (Senen & Udiani, 2018). Armstrong and Taylor (2020) expand on this by stating that it entails a sense of pride in being associated with the organisation such that workers exert themselves for the attainment of organisational objectives. Meyer and Allen (1997) describe organisational commitment as "identification with, emotional attachment to, and involvement in, the organisation" (p. 67). Benjamin and David (2012) define organisational commitment as "worker loyalty to remain and submit to the organisation's vision" (p. 93). Caldwell et al. (1990) describe organisational commitment as individuals' psychological attachment to an organisation which includes believing in the organisational values, loyalty and involvement in the job. Lumley (2009) posits that organisational commitment has drawn a lot of interest in the past twenty years as researchers try to explore levels of stability and dedication among workers.

The concept of organisational commitment is critical with regards to the psychological aspect of workers being a part of the organisation and their association with the organisation (Sahoo & Sia, 2015). The construct's research focus has been its impact related to the negative and

positive organisational outputs including organisation-employee fit, absenteeism and employee's intention to leave (Madanat & Khasawneh, 2018). Chimote and Srivastava (2013) argue that the focus on organisational commitment has grown due to organisations being faced with obstacles such that having a loyal workforce enables global commercial competitiveness.

A worker's commitment to the organisation comprises a fundamental part of the organisation's success. Existing literature illustrates the convincing proof that workers who are committed are inclined to be more innovative and creative, which is vital for the general productivity of the organisation (Camilleri & Van Der Heijden, 2007). Due to this realisation, organisations are steadfast in the retention of committed employees towards attaining their goals. However, some organisations tend to exploit their human resource to their advantage. Studies have shown a positive correlation between performance and worker commitment. Luthans et al. (2011) and Osborn et al. (2010) in agreement, assert that a worker who is dedicated to the company accepts the objectives and values of the organisation and will want to remain being part of the organisation. Again, organisational commitment is concerned with factors like absenteeism, staff turnover and worker performance (Alkahtani et al., 2011; Mowday et al., 1982; Romzek, 1990) and Kalkavan et al. (2014) highlights that staff turnover tends to be lower in organisations with a committed workforce.

Muthuveloo and Che Rose (2005) argue that it is critical to take cognisance of workers' insights into their work because it can directly motivate the employees resulting in increased organisational commitment. The workers' insights need to be positive to enhance their motivation which then indicates their increased level of organisational commitment (Muthuveloo & Che Rose, 2005). Dick and Metcalfe (2001) describe two dimensions affecting organisational commitment namely: managerial and individual dimensions. Accordingly, the individual dimension includes tenure, status in the company and age; and the managerial dimension includes how employees are treated in the company. As an example, the authors highlight the support and development employees receive in the organisation (Dick & Metcalfe, 2001). Additionally, Helriegel and Slocum, (2011) mention that other salient factors include job satisfaction, remuneration, work experience and relations with colleagues and managers. As a whole, these factors are intensified by clear employee roles, external rewards, participation in management and organisational culture (Griffin & Moorhead, 2014) hence Mowday (1998) argues that overall, organisational commitment also results in decreased staff turnover and absenteeism.

Occupational commitment

Muthevelo and Rose (2005) assert that occupational commitment is “the extent to which people identify with their occupation and their involvement in it” (p. 73). Thus, a relationship exists between organisational commitment and occupational commitment because a person’s inclination towards their career is reliant on their commitment to the career (Coetzee et al., 2007). The time that employees spend at work has meant that careers have become a vital area of research focus as also influenced by instability in the job market (Blau & Holladay, 2006).

Career salience

Career salience is described as the work and career importance in a person’s whole life (Greenhaus et al., 2000). Career salience is also referred to as role salience and signifies the notion that an individual has several roles to fulfil and these roles are important to varying degrees (Greer & Egan, 2012). Thus, the salient role in a person’s life is more critical, as the needs of a particular role should be continuously met (Hogg et al., 2004; Nazemi et al., 2012). This implies that role salience comprises of the value and the importance a person gives to a particular role which emphasizes the long term and/or commitment component (Greer & Egan, 2012). Riaz, Akram and Karim (2012) sum up career-role salience as a person’s decision-making, planning, and progress concerning their career that lasts throughout their lives. Thus, also indicative of the notion that individuals are viewed as more committed to their careers than to an organisation (Riaz, Akram & Karim, 2012).

Organisational commitment models

Allen and Meyer (1990) and O’Reilly and Chatman (1986) have proposed models of organisational commitment as reviewed in this dissertation. Accordingly, O’Reilly and Chatman (1986) proposed a framework underpinning that organisational commitment as a construct signifies employees’ held attitude towards the company based on the earlier mentioned three-component model of organisational commitment as proposed by Meyer and Allen (1997). Briefly, the three-component model incorporates the psychological component that shows a person’s level of commitment and attachment emotionally in the organisation (affective commitment), the condition that comes before progression to that level of commitment (continuance commitment), and the resultant behaviours from the commitment (normative commitment), and thus discussed in detail below.

Meyer and Allen's three-component commitment model

For purposes of this dissertation, the aforementioned model is regarded as the main model in organisational commitment as also endorsed by Bentein et al. (2005) as well as by Cohen (2007). Accordingly, Allen and Meyer (1990) describe organisational commitment in three ways, namely “affective, continuance, and normative commitment” (p. 5). This description formed the basis for proposing the three-component model (TCM) and thus regarded as the most researched measure and a multidimensional construct (Meyer & Allen, 1997). To develop the three-component model, Meyer and Allen (1997) were able to recognise the differences in numerous definitions of organisational commitment as elaborated below.

The three-component model was developed based on the observation of the differences and similarities of single dimension notions of organisational commitment (Meyer & Herscovitch, 2001; Powell et al., 2004). The similarities present in the single dimension led to the belief that commitment explains individuals’ strong attachment to one company and thus reduced their inclination to leave (Meyer et al., 2002). The main variations were in employees’ assumed mentalities to symbolise commitment (Meyer & Herscovitch, 2001). However, critics have argued that the three-component model is not wholly consistent with research findings (Allen & Meyer, 1996; Korn et al., 2013; McGee & Ford, 1987; Meyer et al., 2002). To mitigate the criticism, revised scales of the measure were proposed (Meyer et al., 1993; Powell & Meyer, 2004).

Affective commitment

Meyer and Allen (1997, p.11), define affective commitment as an “individual’s emotive attachment to, involvement in and identification with an organisation”. Affective commitment is shown by believing in and accepting the aims and principles of the organisation and being inclined to exert ones’ self to remain a part of the organisation (Maxwell & Steele, 2003; Falkenburg & Schyns, 2007). It comprises the level to which a person identifies and participates in an organisation. Jernigan, Joyce and Kohut (2002) postulate the belief that people with affective commitment remain in the organisation because they want to and not because they feel obligated to do so. Thus, emotionally dedicated people stay within the organisation due to them seeing their employment as in alignment with the values and objectives of the organisation.

Continuance commitment

Meyer and Allen (1997, p. 11) define continuance commitment as “the consciousness of the costs related to parting from the organisation”. People experiencing continuance commitment stay within organisations because they feel they need to stay due to potential monetary or seniority loss should they decide to leave (Meyer & Allen, 1997). Continuance commitment is also described as the apparent cost a person can suffer when they exit the organisation (Meyer & Herscovitch, 2001). The basis of continuance commitment is thus the level an individual perceives the exit costs as bigger than remaining, in other words, the only option is to remain (Meyer & Allen, 1991).

Normative commitment

Meyer and Allen (1997) describe normative commitment as an obligation a worker feels to remain in employment. Steers (1977) expands and states that internalised normative commitment values tend to attach one to the organisation. Meyer and Allen (1991) describe two approaches that add to normative commitment. The first mechanism is a positive association between individual and organisational principles. The second approach is related to the reward system and is instrumental. This means a worker feels obligated to remain in an organisation as they may have been rewarded according to specific criteria (Jacobsen, 2018). Thus, Jernigan et al. (2002) highlight that commitment is based on individuals feeling that remaining in the organisation is doing the “right thing”. Hence, employees normatively commit to stay because of an ethical orientation which encourages them to value their continued employment.

Dimensions of organisational commitment

An individual’s organisational commitment progresses through their tenure of employment (Coetzee et al., 2014). However, research in organisational commitment is vast and unsystematic, resulting in obscure conclusions (Meyer & Herscovitch, 2001). Consistent shortfalls in research reflect an absence of agreement in the concept of commitment and thus an inability to consider issues of process consistently (Meyer & Herscovitch, 2001). Moreover, Meyer and Herscovitch, (2001) assert that it is critical to differentiate the mind-sets associated with commitment when factors involved in the growth of commitment are considered. Meyer and Allen’s (1997) three types of commitment are associated with the relationship between organisations and employees and how strong each type of commitment is affected by various other variables.

Such variables tend to mediate the progression of commitment and affect individuals' mindset as may be seen in their behaviours within a specific organisation (Meyer & Herscovitch, 2001). In light of the abstract variances, Meyer and Allen (1990) posit the likelihood that each of the three dimensions of commitment independently progresses as a function of different backgrounds such as those elaborated in the next section. Thus, measurements of behaviours at work positively correlate with measurements of the normative and affective commitment but not with the continuance commitment (Lesabe & Nkosi, 2007).

Development of affective commitment

Affective commitment comes from expectations met and conditions at the workplace (Tebele et al., 2013). The approaches that develop the need comprise identification, similar values and involvement (Meyer & Herscovitch, 2001). The mentality that signifies affective commitment is desire, where persons with sturdy commitment pay attention to following a course of action to achieve a particular goal (Meyer & Herscovitch, 2001). Muthuveloo and Rose (2005) state that the background to affective commitment comprises perceived characteristics of the job like task significance, task autonomy, skill variety, task identity and supervisor feedback. Another antecedent, according to the authors, is organisational dependability, which refers to the magnitude to which workers feel the organisation can be relied on to safeguard their interests. The last antecedent is apparent participatory management, referring to the degree of workers' perception of their ability to effect decisions made in the workplace and of matters of concern to them. Meyer and Allen (1997) assert that the antecedents of affective commitment are categorised into three, namely, work experiences and structural characteristics, personal characteristics and job characteristics as separately elaborated on below.

Personal characteristics

Personal characteristics emphasize two variables: dispositional variables and biographical variables (Meyer & Allen, 1997). The latter variables are pertinent in this dissertation and are individuals/participants' age, gender, ethnicity, qualifications, tenure and business unit. Previous studies have concluded that biographical variables have a weak and inconsistent relationship with affective commitment (Meyer & Allen, 1997) whereby the authors point out to evidence indicating a feeble correlation between age and affective commitment. The authors also conclude that tenure and affective commitment are positively correlated. The positive correlation is explained by the need for employees to gain experience in an

organisation for them to become committed to the organisation (Meyer & Allen, 1997). Meyer and Allen (1997) also conclude that affective commitment and gender have no relationship. Level of education and affective commitment are not correlated (Meyer & Allen, 1997). Interestingly, the authors also posit that people with certain personality traits show likelihood to have affective commitment in that employee who are confident of their skills and have made achievements in their work, have advanced levels of affective commitment than less confident workers (Meyer & Allen, 1997).

Work experiences

Allen and Meyer (1990) confirm evidence showing that work experience ensures that employees are comfortable at work along with their higher skill levels thus meeting their psychological needs. Experience at work shows a strong positive correlation with affective commitment (Meyer & Allen, 1997). The nature of the work performed also shows a strong correlation with affective commitment. Characteristics of the nature of work impacting on affective commitment include the level of autonomy, job challenge and versatility of the employee in different roles (Meyer & Allen, 1997). The workers' role is also related to affective commitment, hence workers who have unclear roles show lower degrees of affective commitment (Meyer & Allen, 1997). Lastly, workers who are involved in decision making and are treated with fairness at the workplace demonstrate higher degrees of organisational commitment (Meyer & Allen, 1997).

Structural characteristics

Previous studies indicate affective commitment as influenced by the structure of the organisation (Meyer & Allen, 1997). Critics of these studies have highlighted a weak and inconsistent relationship between organisational structure and affective commitment (Meyer & Allen, 1997). Structural characteristics take into consideration how organisational policies are made such as in making decisions (Meyer & Allen, 1997). The authors report on a positive correlation between affective commitment and worker perception of fairness of the organisational policy. Dissemination of policy information is also associated with affective commitment (Meyer & Allen, 1997). Notably, Meyer et al. (2004) posit that affective commitment is positively correlated with attendance at work, organisational citizenship behaviour and work performance.

Development of continuance commitment

Continuance commitment refers to the benefits accumulated from being employed in the organisation due to lack of other employment (Tebele et al., 2013). This mentality is also

referred to as personal sacrifices and/or high alternatives (Cohen, 1999). It is associated with the quantity and size of savings that a person can make because of the perceived unavailability of other jobs (Allen & Meyer, 1990; Muthuveloo & Rose, 2005). The underlying factors to continuance commitment are the employees' tenure, age, intention to leave and career satisfaction (Cohen, 1992; Muthuveloo & Rose, 2005). Meyer and Herscovitch (2001) explain continuance commitment as signified by an awareness that it would be expensive to stop the current employment direction. Particularly notable is the role of the form of an employment contract and the individual's educational level (Delobbe & Vandenberghe, 2000). Hence, continuance commitment progresses due to any event or activity that rises the costs of terminating employment (Meyer & Allen, 1997).

Investments

Continuance commitment, which shows the realisation of costs related to terminating employment, should also be associated with factors that raise the perceived costs (Meyer & Allen, 1997). Powell & Meyer's (2004) critic of that commitment explains the phenomenon in terms of accruing side bets (Becker, 1960) that an individual makes. Such side bets relate to indirect or direct savings in the company that predisposes an individual to a certain direction in view of possible forfeiture of resources should they terminate employment (Meyer & Allen, 1997; Powell & Meyer, 2004). Side bets are thus seen as accurate pointers of these costs and are influenced by demographic variables such as education level, tenure and age (Powell & Meyer, 2004).

Perceived alternatives

Another theorised antecedent for continuance commitment is the workers' perception of alternative employment (Meyer & Allen, 1997). Workers who perceive that there are more sources of employment have a weak continuance commitment in comparison to employees who think there are fewer alternatives (Meyer & Allen, 1997). The antecedent is also affected by prior attempts to seek employment, whether there were organisations who tried to employ the worker and the extent to which family circumstances may enable relocation (Meyer & Allen, 1997). Notably, affective commitment research into continuance commitment has been minimal and such is attributed to its consistency in the literature with antecedents of alternatives and investment (Meyer & Allen, 1997).

Development of normative commitment

Meyer and Herscovitch (2001) attest to normative commitment as signified by individuals' perceptions of obligations to follow a particular direction in an organisation. Normative commitment is derived from individuals' values and sense of duty towards their employment (Tebele et al., 2013) as much as by their past experiences in previous organisations including prevailing experiences within current organisations (Allen & Meyer, 1990). Such experiences may be due to socialisation and/or entrenched cultural orientations (Allen & Meyer, 1990). However, Muthueloo and Rose (2005) further associate antecedents of normative commitment with commitment to fellow colleagues, dependency on the organisation and participation in managerial roles. Again, the psychological contract between employer and employee has also been shown to develop normative commitment based on that the employer generates investment from workers, making it hard for workers to pay back the investment (Meyer & Allen, 1997).

Approaches to organisational commitment

A critical aspect to consider when reviewing organisational commitment is whether the construct can be differentiated from other approaches to commitment and associated constructs (Meyer & Herscovitch, 2001). Roodt (2004) outlines four main approaches to organisational commitment. These are the behavioural approach, attitudinal approach, multidimensional approach and motivational approach. The approaches essentially explain the varying ways in which organisational commitment is developed and thus allow inferences on how such approaches are associated with workers' behaviour (Meyer & Allen, 1997).

Attitudinal approach

Accordingly, attitudinal commitment is considered to be a level of thinking whereby individuals perceive an alignment of their principles and aims to those of the organisation. Affective and normative components indicate the workers' attitudes while continuance component reflects how their behaviour is oriented (Meyer & Allen, 1997; Mowday et al., 1982). The authors explain that the attitudinal approach comprises of positive work experiences, individual characteristics and features of the work. These then tend to improve work performance output, reduce absenteeism and decreased staff turnover. As such, organisational commitment has emerged as a predictor of workers' attitudes (Lesabe & Nkosi, 2007).

Furthermore, Mowday et al. (1982) contend that organisational commitment is attitudinal in that it is a strong quality in individuals' identification and loyalty to organisations. Again, the authors posit that the attitudinal approach is signified by three associated variables, namely: strongly believing and accepting organisational values and goals, along with the inclination to work hard and a strong desire to remain part of the organisation. Thus, the attitudinal approach shows an association of exchange, whereby individuals identify with the organisation in exchange for perceived rewards (Mowday et al., 1982).

Behavioural approach

Organisational commitment is utilised as an independent variable that explains particular behavioural patterns in groups and individuals (Becker, 1960). The author coined the concept "side bets" (p. 33) to explain the type of commitment behaviour at work. The side-bet theory entails workers' commitment as sustained by relationships with organisations due to their decisions to remain after analysing the costs of terminating the employment. As such, workers who opt to behave as explained tend to have difficulty in changing their decisions (Muthueloo & Rose, 2005). In this regard, the behavioural approach to organisational commitment points to a particular pattern of action as a primary factor of organisational commitment (Allen & Meyer, 1990). It implies that a worker who is committed to an entity will have a more positive outlook of the entity in line with their behaviour to prevent a mental discord and to uphold a positive perception of themselves (Allen & Meyer, 1990).

Motivational approach

Mowday et al. (1982) specify that organisational commitment must be associated with an inner motivational drive since people who are highly committed are believed to be highly energetic, derived from the inner motivation for the good of the organisation. Motivated behaviour is sometimes complemented by various psychological states existing in various types of commitment and as such, it is critical for organisations so that they can contemplate employees' actions (Meyer et al., 2004). The motivational approach concentrates the cognitive predisposition form of commitment (Martin & Roodt, 2008). This is in contrast to behavioural and attitudinal approaches, it comprises the consciousness of clear values and accomplishment of goals (Martin & Roodt, 2008). The type of commitment is felt by a person subjectively and is signified by an emphasis on resultant and antecedent behaviours and circumstances (Roodt, 2004). Roodt (2004) asserts that the type of commitment is not only dissociated from its history and future conditions, but from its associate affective and cognitive parts like job satisfaction.

Multidimensional approach

Organisational commitment has been studied from two viewpoints, a single dimension and a multidimensional viewpoint (Suliman & Illse, 2000). Failure to agree on the definition of commitment has added to generating organisational commitment as a multidimensional concept (Meyer & Herscovitch, 2001). Suliman and Illse (2000) highlight that most current approaches to organisational commitment define it from the multi-dimensional approach. The stated approach presumes that organisational commitment progresses through the interaction of perceived costs, emotional involvement and moral obligation (Suliman & Illes, 2000). Kelman (1958) asserts that commitment has its foundation on principles of internalisation, compliance and identification that impact on the change in attitude. Grounded on these principles, O'Reilly and Chatman (1986) regarded organisational commitment as a construct with several dimensions which form part of the main theme that commitment refers to a person's mental bond to an entity. Meyer and Allen (1997) adopted Becker's (1960) side-bet theory and asserted that commitment to a way of acting is a consequence of the accrual of side bets an individual makes and consequentially coined the concept of continuance commitment along with the affective commitment theory. Notably, Reichers (1985) explains organisational commitment in congruence with the three principles within the multidimensional approach. Thus, conceptualising the multidimensional approach has encouraged scholarship on organisational commitment (Suliman & Illes, 2000) including this dissertation's focus as it is underpinned in Meyer and Allen's (1997) multidimensional three-component commitment model.

Foci of organisational commitment

Understanding organisational commitment is important for companies as it assists management to comprehend matters which need their focus and thus informed actions toward addressing pertinent organisational challenges (Lesabe & Nkosi, 2007). Meyer et al. (2004) acknowledge that organisational commitment can assume several forms that are directed at different foci. Cohen (1999) identifies five main foci of organisational commitments which include: career commitment, affective commitment, work ethic endorsement, job involvement and continuance commitment. Meyer and Herscovitch (2001) refer to commitment as the power that attaches a person to a direction of action regarded as important towards achieving a set goal(s). The authors' explanation of commitment is ambiguous related to whether workers are committed to an organisation or they commit to a particular course of action instead. In response to the criticism, Meyer and Herscovitch

(2001) argue that in organisational commitment, workers can commit to both their chosen course of action as well as to the organisation. Meyer and Allen (1997) maintain that organisational commitment suggests courses of action following individuals' decisions to remain with the organisation. People can be committed to occupations, organisations and unions and may behave in a manner that sets to achieve their goals or according to organisational policies (Meyer & Herscovitch, 2001). Comprehending the various foci of commitment assists in minimising construct contamination and construct redundancy due to proposes various ways of scholarship intended to advance organisational commitment as a construct (Roodt, 2004).

Behavioural focus on organisational commitment

Various results of behaviour can be related to the different types of commitment (Meyer & Herscovitch, 2001). A person's attitude and behaviour are impacted by aspects of the organisation with regards to the psychological contract (Allen & Meyer, 1990). The basis of commitment is seen as the behavioural focus which provides the motive behind the psychological attachment (Reichers, 1985). The main reason to differentiate among the various types of organisational commitment is that they affect employee behaviour differently (Meyer et al., 2004).

Accordingly, Meyer and Herscovitch (2001) assert that it is easier to predict behaviour when the employer can comprehend the goal of an employee's commitment. The result of one's behaviour can be inferred when commitment is focussed on the organisation. However, if the consequences of one's behaviour are unclear, then it is imperative to specify the relevant organisation and the behaviour focus.

Entity focus on organisational commitment

The behavioural implications are particular if commitment to an entity includes continuation in employment or entail working towards the achievement of organisational goals (Meyer & Herscovitch, 2001). Organisational commitment should be seen as a group of several commitments to different parts of the organisation (Morgan & Hunt, 1994; Reichers, 1985). Reichers (1985) asserts that particular groups have the need for their objectives to be recognised so that as a group, they can act as a source of the several commitments as may be applicable. Accordingly, Reicher (1985) identifies four groups, and these are: the public, managers and/or owners, customers and employees. However, Morgan and Hunt (1994) specify entities which an employee may be committed to, such as: top managers, workgroups, supervisors, departments, unions, occupations, and divisions.

Mind-sets of organisational commitment

Meyer and Herscovitch (2001) emphasise that it is critical to differentiate the various mind-sets that follow the development of organisational commitment. The mind-sets attach a person to an applicable plan while also still enabling differentiation of the experiences of continuance, affective, and normative commitment. The authors indicate that the said mind-sets include a perceived obligation, perceived costs and desire. The mind-set of desire (affective commitment) progresses when an individual is directly involved, then realises the value of involvement and gets identification by being part of an organisation by following a particular course of action (Döckel et al., 2006). The perceived cost mind-set (continuance commitment) comes forth when an individual realises what might be lost or thinks that there are no substitutes besides following a course of action applicable to a specific goal (Döckel et al., 2006). The obligation mind-set (normative commitment) progresses due to socialisation norms and it generates the perception that receiving benefits should be reciprocated or correspond with conditions of a mental contract (Döckel et al., 2006). Thus, the various types of commitments provide for the intricacies of commitment behaviour which then shape the progression of organisational commitment (Meyer & Herscovitch, 2001).

Biographical variable influencing organisational commitment

Age

Meyer et al. (1993) as well as Ferreira and Coetzee's (2010) highlight that affective and normative commitment shows a positive correlation to age. The authors conclude that older people are more affectively and normatively committed in comparison to younger workers. Also, Khalili and Asmawi (2012) state that age correlates positively with organisational commitment. Again, Lok and Crawford (2004); Riketta et al. (2005) and Tuzun (2009) conclude similarly that there is a positive correlation between age and organisational commitment, thus confirming that older individuals tend to be more committed than younger persons. However, Chen et al. (2012) conclude contrarily by stating that in their study, there was no correlation between organisational commitment and age. Similar to Chen et al. (2012), Joolideh and Yeshodhara (2009) and Salami (2008); Sehunoe, Viviers, and Mayer (2015) conclude that age is neither a predictor of organisational commitment nor correlates positively. Accordingly, Jabaar (2017) summates the need for additional analysis into the relationship between organisational commitment and age.

Gender

Studies conducted correlating gender and organisational commitment report varying results (Mensah & Adjei 2015). In one such study, Poon (2004) states that men show higher levels of organisational commitment than women yet Chang and Chang (2009) and Bachkirov (2018) confirm that women show higher levels of organisational commitment than men. Khalili and Asmawi's (2012) distinguish the forms of organisational commitment and report that affective and continuance commitment is similar for both males and females, however, they noted a distinction between men and women with regards to normative commitment. However, Schreuder and Coetzee (2011) rationalise that women value a stable and secure job and demonstrate a great degree of organisational commitment. Lumley et al. (2009) thus concluded that indeed, there are variations in organisational commitment that are based on gender. Conversely, Sehunoe et al. (2015) concluded that there is no link between gender and organisational commitment.

Ethnicity

Studies focusing on ethnicity have found that correlation between organisational commitment and ethnicity vary. As an example, Coetzee and Schreuder (2018) conclude that black managers had lower levels of organisational commitment in comparison to white managers. Sehunoe et al. (2015), in contrast, conclude that there is no link between organisational commitment and ethnicity. However, Lumley (2009) found substantive variations between organisational commitment and ethnicity. One of the reasons attributed to variations in the conclusion on the relationship between organisational support and ethnicity were attributed to differences in defining commitment (Coetzee & Botha, 2012).

Qualifications

Malik et al. (2019) concluded that the level of organisational commitment was higher among employees with a master's qualification in comparison to employees to those with a Doctor of Philosophy (PhD). The authors also concluded that commitment at their research site was of medium level. The reasons for uneven levels of commitment among employees with PhD or MPhil qualifications were attributed the participants' high levels of autonomy and skill, which also indicated that commitment can be towards a job and not necessarily the organisation (Passarelli, 2011).

Tenure

Kwon and Banks (2004), Chinomona, Popoola and Imuezerua (2017) as well as Rajendran and Raduan (2005) found a positive correlation between organisational commitment and

employee length of service in their studies. However, Tebele et al. (2013) found that workers who had served for a period of five years and below showed a lower level of affective commitment than employees who had served a longer tenure, thus indicative of the development of a strong emotional attachment with increased time at an organisation. Van Dyk et al. (2012) elaborate by stating that tenure also impacts on normative commitment. The authors assert that employees who have served longer have a corresponding higher level of normative commitment and overall organisational commitment. Another study by Khalili and Asmawi (2012) illustrates a positive correlation with continuance commitment suggesting that as tenure increases, so does commitment. Van Dyk and Coetzee's (2012) concur with Khalili and Asamwi (2012) by concluding that employees with tenure of more than eleven years have a statistically significant level of normative and affective commitment. Suman and Srivastava's (2012) findings compared organisational commitment, tenure and employee job grade. The findings concluded that the tenure of executives had no impact on organisational commitment. Van Dyk et al. (2012) concluded similarly, that workers with tenure greater than 15 years are content with their organisation-person fit and show a higher degree of organisational commitment. Summarising findings from these studies, Van Dyk et al. (2012) highlight that the longer workers work for an organisation, they become happier and show a higher level of commitment.

Business unit

Meaningful work is beneficial for both the organisation and the employee in that it leads to satisfaction, engagement and commitment among workers (Bin, 2015). These outcomes simultaneously lead to the fulfilment of organisational objectives and increased worker retention and productivity (Bin, 2015). Past studies have concluded that worker career satisfaction has led to an improvement in organisational commitment (Aryee & Tan, 1992). However, other studies have also concluded that with an increase in job satisfaction, there is an increase in the intention to leave employment (Nadiri, 2010). Aryee and Tan (1992) found that career satisfaction is positively correlated to career commitment and Mowday, Porter, and Steers (1982) concluded similarly mainly that satisfaction with one's career predicts commitment to the organisation. Accordingly, this implies that organisational commitment is positively correlated to career commitment as elaborated in the next section.

Implications of organisational commitment

Consistent with the foregoing discussions, one view is that the focus on researching organisational commitment is based on the knowledge that organisational commitment

makes up an important part of employees' psychological contracts. Thus, workers who have high commitment are involved in organisational citizenship activities and tend to perform well which is advantageous for the organisations (Jaros, 1997). Notably, Meyer & Herscovitch (2001) assert that the predicted results of improved organisational commitment comprise low staff turnover, decreased employee absenteeism, increased performance and improved organisational citizenship behaviour.

Psychological contracts are defined as the perceptions and beliefs traded between groups with regards to reciprocal responsibilities (McDonald & Makin, 2000; Meyer & Allen, 1997). Psychological contracts are subjective in comparison to formal contracts and this subjectivity results in them constantly changing as responsibilities are perceived to have been violated or fulfilled (Meyer & Allen, 1997). Psychological contracts comprise the transactional and the relational types, thus forming the two groups of employee obligations (McDonald & Makin, 2000).

The psychological contract is characterised by objective obligations formed on the foundations of economic exchange (Meyer & Allen, 1997). Examples of the transactional psychological contract include the preparedness to work extra time, high job performance and notifying before the resignation, albeit without a feeling of loyalty to the organisation (McDonald & Makin, 2000). The authors note that transactional obligations are correlated to employer obligations to pay a high-performance salary.

Employee retention

Strategies of organisational commitment were created to foresee the retention of employees (Meyer et al., 2004). Staff turnover is associated with organisational commitment as commitment implies attachment of individuals to their employment (Tebele et al., 2013.). Lesabe and Nkosi (2007) describe employee retention factors as including benefits packages, career development, compensation, morale and motivation, leadership and the work environment (Lesabe & Nkosi, 2007). Organisational commitment is associated with job output of turnover intent and definitive turnover, whereby workers committed to their work are unlikely to leave (Delobbe & Vandenberghe, 2000; Tebele et al., 2013). However, staff turnover is negatively correlated with normative, continuance and affective commitment whereas continuance commitment is strongly associated with staff turnover (Tebele et al., 2013). Thus, employees with affective commitment are associated with a stronger intention to leave the organisation whereas those with continuance commitment actually leave the

organisation (Tebele et al., 2013.). Insight on workers leaving the organisation has been improved by defining the multidimensional concepts of organisational commitment (Delobbe & Vandenberghe, 2000).

Performance at work

Work performance is evaluated by attending work, actual work output and citizenship behaviour (Meyer & Allen, 1997). Organisational commitment enhances a person's performance as there is a presumption that committed workers are motivated to work harder (Suliman & Illse, 2000). Job performance is positively correlated with affective commitment, albeit the correlation is statistically weak (Solinger et al., 2008).

Solinger et al. (2008) describe the association between work performance and organisational commitment and state that these are influenced by exceptional situations in the organisation or intrinsic circumstances of the work. When job performance is credited to the intrinsic characteristics of the work or special characteristics of the person, there is low organisational commitment (Solinger et al., 2008). Supervisor performance evaluation of employee performance and capacity for performance are positively correlated to affective commitment (McDonald & Makin, 1999). There is a negative correlation between job performance and continuance commitment, this implies that higher continuance commitment is related to low-performance ratings and chances of promotion (McDonald & Makin, 1999). However, Meyer and Allen (1997) confirm that there is no relationship between absenteeism and continuance commitment.

Cohen (2007) and Spector (2008) contend that work performance is associated with affective commitment. Persons perform better at work if they are emotionally attached to the organisation. Studies have indicated a negative correlation between continuance commitment and job performance on the basis that people will not work hard if they feel there are no promotion chances or growth opportunities in a company (Cohen, 2007). Thus, withdrawal behaviours, like a drop in performance, lateness and increased absenteeism are negatively related to commitment (Reichers, 1985).

McDonald and Makin (2000) highlight that affective and normative commitments are associated with improved work performance and increased pro-social and citizenship behaviour in the workplace, whereby behaviour is beyond contractual interpretation. However, the association between normative commitment and absenteeism has not been

fully studied but workers demonstrating high levels of affective commitment work harder in comparison to employees with weaker commitment (Meyer & Allen, 1997).

Citizenship behaviour at work

Citizen behaviour at work is explained as individuals' commitment to work accompanied by behaviours necessary for the success of the organisation (Meyer & Allen, 1997). Workers with higher affective commitment are more involved in organisational citizenship behaviour compared to those with lower organisational commitment (Meyer & Allen, 1997). Associations between normative commitment and organisational citizenship behaviour are weaker compared to those of affective commitment and there is no association amid continuance commitment and organisational citizenship behaviour (Meyer & Allen, 1997).

Employee well-being

Suliman and Illes (2000) observed critical factors of organisational commitment, namely: it nurtures improved manager-subordinate relations, increases organisational progression, survival and growth, enhances the work atmosphere, negatively affects withdrawal behaviour like turnover, tardiness and absenteeism; and positively affects workers' innovativeness and creativity.

Other responses to work

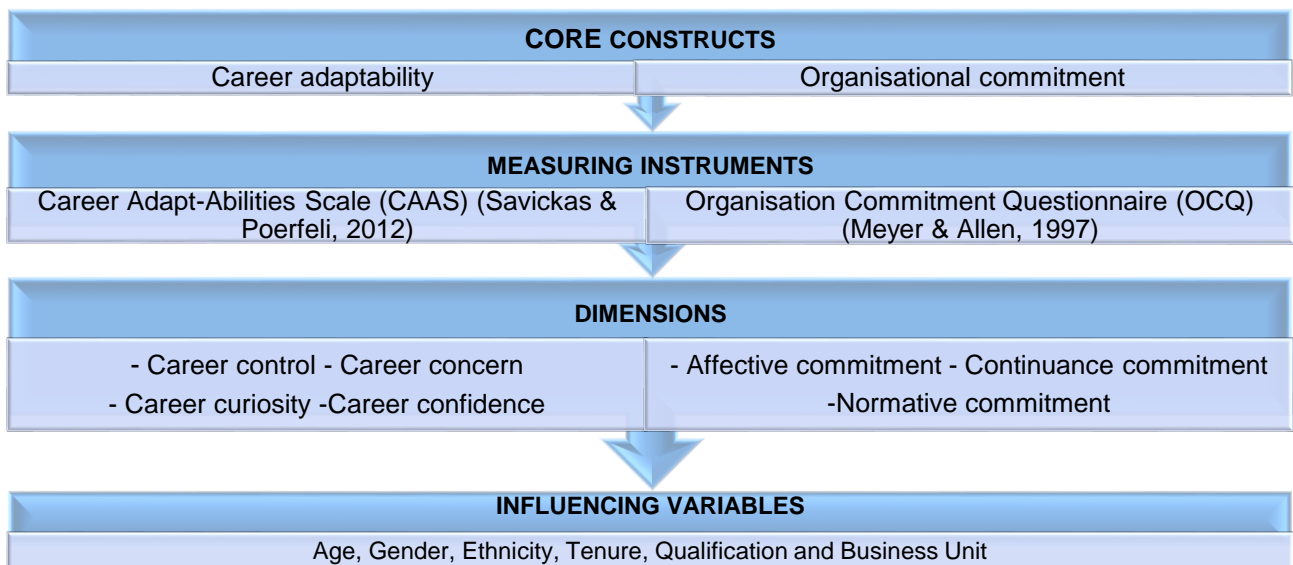
Commitment is associated with how workers react to the discontentment of what happens at work (Meyer & Allen, 1997). Lesabe and Nkosi (2007) assert that workers must be committed to organisational goals for companies to perform at their highest levels. Thus, affective commitment is positively correlated with the inclination to propose improvements and to accept the current status quo but negatively associated with the propensity to ignore disappointments (Meyer & Allen, 1997). Workers with mediocre affective commitment will probably confess misconduct in the organisation (Meyer & Allen, 1997). Workers with strong continuance commitment are highly unlikely to be involved in immoral acts due to them guarding their jobs strongly (Meyer & Allen, 1997). Approaches and practices to enable organisational commitment shall constantly be critical in the management of personnel in the modern work world due to capacity to enhance profitability, retention and productivity (Lesabe & Nkosi, 2007). Therefore, and in line with this study's research aim two, the above discussions have addressed the conceptualisation of the construct organisational commitment amongst employees in the investment sector.

Theoretical integration of career adaptability and organisational commitment

This section integrates the theoretical constructs career adaptability and organisational commitment. The role of reviewing literature was to ascertain if there is a relationship between career adaptability and organisational commitment towards determining whether demographic variables impact on the decision for employees in the investment sector to remain or leave their organisation. Concepts of career adaptability and organisational commitment were defined, and the theoretical background of these concepts was discussed. Drawing evidence from work done by Meyer and Allen (1997) as well as from Savickas and Porfeli (2012): indications are that there is a relationship between career adaptability and organisational commitment. The stated relationship is shown in Figure 2.2 which entails contrasting the two concepts and their dimensions and demographic variables affecting them.

Figure 2. 2

Core Constructs, Measuring Instruments, Dimensions and Influencing Variables



Globally the evolving economic environment implies career stability has declined and career adaptability has become a method that connects what companies do and how workers behave (Ramos & Lopez, 2018). Career adaptability includes distinct actions that comprise handling inside and outside needs to act autonomously in one's career (Savickas & Porfeli, 2012). Workers in the investment sector with a higher degree of career adaptability have decreased work uncertainty, decreased turnover intent, more work security and show a greater likelihood to remain committed (Perera & McIlveen, 2018). Employees in the

investment sector must be actively enhancing their adaptability and guiding their careers to fulfil their requirements and achieve future objectives (Ginevra et al., 2018).

Employees in the investment sector should adapt for survival and growth in all life's dimensions. To adapt to the work domain needs career adaptability. Organisational commitment has several dimensions and numerous aspects are used in the progression of commitment (Meyer & Allen, 1997). The reasons for commitment are categorised as distal and proximal. The distal reasons comprise characteristics of the organisation, characteristics of the person, experiences from socialisation and the practice of management. Distal reasons are described as circumstances in the environment that affect organisational commitment by acting as an impetus on proximal causes. Proximal causes comprise work experiences of workers, the nature of their role and the psychological contract that defines their association with the entity. Coetzee and Schreuder (2014) concluded that workers' career adaptability is a critical career meta-capacity in contemporary career progression because it results in self-consciousness and in being able to identify with one's career. Ellison and Schreuder (2000), and Ndzube (2013) also assert that workers who fail to adapt tend to look for work beyond the organisation.

Ferreira (2012) describes adaptability as attitudes, capabilities and behaviours that people utilise for suitability into various professions. Career adaptability is associated with professional responsibilities, stressors, events, circumstances and changes that people have to handle, including the psychosocial tactics needed to manage these (Savickas & Porfeli, 2012). In view of the transitioning work world, skills guidance and adaptation capabilities adaptability is seen as important for people to respond and handle related difficulties (Savickas & Porfeli, 2012). Career adaptability reflects a process through which employees in the investment sector consistently build their professional lives and simultaneously show the capability to deal effectively and/or timeously with transitions in their socioeconomic and sociocultural situations (Coetzee et al., 2008; Ferreira, 2012). Adapting beforehand to a transitioning career situation indicates the capacity to positively deal with any resulting trauma of a new or difficult career situation (Hirschi, 2012). It is the preparedness of workers in the investment sector that assists to manage foreseeable tasks like preparation, planning and partaking in job activities that include unforeseen needs of the company as inherent within the transitions in work and career (Klehe et al., 2011).

The relationship between age, competence, motives and principles seems to be at its optimum from middle to late adulthood when a person's life and career structure starts to have stability (Coetzee & Schreuder, 2008; Schein, 1996). Studies also conclude that men and women vary in terms of their career anchors (Coetzee et al., 2007; Coetzee & Schreuder, 2008). The association between gender and career commitment seems to have contrasting outcomes and it cannot be differentiated which of the genders is more committed (Martin & Roodt, 2008). The relationship between gender variations and career adaptability has not been fully explored in research but Rossier et al. (2012) concluded that females had a higher score on the control sub-scale in comparison to males. This can be attributed to females encountering extra barriers in society when compared to males. Studies further show the variations between ethnic groups and organisational commitment (Martins & Roodt, 2008). However, there is insufficiency of studies with regards to the relationship between tenure and variables of career anchor - organisational commitment and job satisfaction. The number of years in employment has been reliably concluded to be positively correlated with organisational commitment, in particular with affective commitment (Döckel et al., 2006; Meyer & Allen, 1997).

Adaptable employees in the investment sector and in light of transitions are viewed as worried about their future, and take charge by planning for it, examining substitutes and follow their ambition with confident certainty (Savickas & Porfeli, 2012). Workers with high levels of career adaptability in the investment sector are normally proactive in the management of their personal lives and in maintaining their well-being while also committing to their organisations (Lent & Brown, 2013). Savickas and Porfeli (2012) concede that adaptability refers to the reactions of managing or is indicative of essential behaviours in persons towards dealing with career transitioning roles that they encounter. In summary, adaptability shows the capacity to change, particularly in uncertain work environments such as in the investment sector. Accordingly, this study's research aims number three and number four are thus achieved: to determine whether a theoretical relationship exists between career adaptability and organisational commitment amongst employees in the investment sector and whether the demographic variables influence employees' level of career adaptability and organisational commitment.

Implications from both individual as well as organisational perspectives of career adaptability and organisational commitment

The 21st-century work world has been characterised by an increase in studies seeking to comprehend the constructs of organisational commitment and career anchors from both the view of the organisation as well as the employee as well as the influence these two constructs have on staff retention and career decision making (Coetzee et al., 2007). Organisations that strive to retain workers must concentrate on giving career guidance that is associated with career objectives, values and ambitions that motivate organisational commitment of the workers (Coetzee et al., 2007; Spector, 1997). Coetzee and Schreuder (2008), assert that there is no alignment between individuals' perspectives and their work situations. Instead, there is a constant worry, job dissatisfaction, stress and a high staff turnover. From organisations' perspectives, studies on organisational commitment are useful in selecting, placing, developing, rewarding and retaining employees (Coetzee & Schreuder, 2008; Meyer & Allen, 1997; Spector, 1997).

Coetzee and Schreuder (2008) note that an approach to managing talent in South Africa's organisational environment that is characterised by multi-culturalism, must be done with regards to interests of both the individual and the organisation. Such, towards preventing fruitless career decision making and towards improving personal-psychological career success that affects job satisfaction and commitment. Unstable organisations do not provide job security and at the same time, the role transitions from childhood to parenthood; and from parent to grandparent, from learner to an employee, then to retiree have added variations to career paths and life. The escalating roles of ordering and timing imply that consistent occupational identity can hamper ideal operations (Porfeli & Vondracek, 2011). Human resource practitioners and scholars have advanced adaptability as an important construct for handling continuing career transition and renovation. In a world characterised by instability and uncertainty, people should self-introspect, develop their skills and progress their career adaptability towards guiding themselves into becoming resilient so as to enhance their employability prospects.

Arnold, Coombs and Gubler (2019) note that the focus on career counselling as well as in career progression prospects have changed in light of changes in the work world and careers themselves. Models and definitions of career development choice that came up in the 20th-century were in reaction to demands of outdated career paths. The new models and ways of practising are aligned to two main 20th-century customs of person-environment fit

and life-span development. In the course of events, a third career model and practice custom of life designing came about in the 21st century, to enhance comprehension of the actualities of digitalisation and globalisation, where people are usually unsure and the work does not provide the anticipated sanctuary and stability (Nota et al., 2014; Savickas, 2012a, b; Savickas, et al., 2009).

Stoltz, (2014) highlights that in the career construction model, adaptability tools do not assist in informing approaches that people utilise to guide their coping behaviours. People require self-introspection to put up with employment associated change, and also to realise that transition can be motivated by people looking for new adventures or aspiring to implement new points of view related to being involved in functional personal progression (Brown, Bimrose, Barnes & Hughes, 2012). As a strategy that is also amenable to individuals, career adaptability is recommended particularly for workers, for them to take charge of their careers, decide on their careers and have the assertiveness to adapt to transitioning work situations (Bakker, 2011). Savickas (1997) presents career adaptability as a linking concept that interlaces stages of the life career and encompasses all aspects of the lifespan model. In line with this dissertation's research aim numbers three and number four, the above discussion has ascertained the theoretical relationships between career adaptability and organisational commitment amongst employees in the investment sector.

Chapter summary

Chapter Two gave an overview of there being a major transition from the traditional place of work for organisations and workers. It also highlighted how the transition has changed the association between the workers and the organisations. Advancements in technology and the advent of globalisation have impacted the transitioning of the world of work. The relationship between employees and employers has also transitioned from a long-life association to a fluid, casual and temporary one where training and career development are not talked about in several companies. As a result, workers have changed their emphasis from organisational commitment to career commitment, thereby striving to make achievements in their careers instead. The transitions have resulted in huge alterations in careers that have changed from the customary career to the new borderless career. The transitions compel people to enter the world of work as adaptable individuals who have decreased commitment to the organisation. The chapter also defined the constructs of career adaptability and organisational commitment. Organisational commitment was

investigated through discussing behaviours and mentalities that are associated with organisational commitment, and its description as a concept with several dimensions was given. The behavioural consequences of career adaptability and organisational commitment in work scenarios and the impact from the view of the people of their organisation are also highlighted. Lastly, it was covered in chapter a summary of the theoretical relationships between the variables of job satisfaction, career anchors and organisational commitment in alignment with all objectives of the review of the literature.

Chapter 3 Research article: The relationship between career adaptability and organisational commitment amongst employees in the investment sector

ABSTRACT

Orientation: An understanding of career adaptability and organisational commitment has become a thought-provoking phenomenon facing many contemporary organisations in the investment sector. Careers in the current work context necessitate career adaptability. The transition in the work environment cross-examines the employees' ability to manage the unforeseen requirements in their work roles. Therefore, it becomes critical to understand the employees' feelings about personal working experiences in a particular organisation as it impacts on their organisational commitment. Career adaptability and organisational commitment can result in desirable behaviours in organisations. These include high-performance levels, reduced turnover or employees' disengagement. Organisational competitiveness contributes to the transfer and dissemination of knowledge within the organisation, influences employee attitudes, behaviours, motivation and job satisfaction, increases employees' commitment to the organisation amongst other compelling positive outcomes.

Research Purpose: The study investigated the relationship between career adaptability and organisational commitment among employees in the investment sector. The objectives of the study were:

- To highlight the relationship between career adaptability and organisational commitment amongst employees in the investment sector.
- To determine whether career adaptability relates to organisational commitment amongst employees in the investment sector.
- To highlight the relationship between demographic variables: gender, age, ethnicity, qualifications, tenure and business unit and career adaptability, and organisational commitment amongst investment sector employees.
- To determine whether the investment sector employees from the various demographic groups (age, gender, ethnicity, qualifications, tenure and business unit) significantly vary in their stages of career adaptability and organisational commitment
- To provide recommendations for the practice and research of industrial and organisational psychology professionals with regards to career adaptability and organisational commitment amongst employees in the investment sector.

Motivation for the study: The workplace is currently characterised as highly volatile, uncertain, complex, and ambiguous. Therefore, there is an increasing need to understand employees' capability to successfully handle changes that occur in the work context and how these impact on their commitment to the organisation. Furthermore, the relationship between career adaptability and organisational commitment in the investment sector is unknown, and the findings of this study will be very crucial for the organisations in this sector and to the people practitioners.

Research Design, Approach and Method: This research utilised a quantitative method. The study design used was a cross-sectional survey. A biographical questionnaire, Career Adapt-Abilities Scale (CAAS) and Organisational Commitment Questionnaire (OCQ) were used to collect data on a convenience sample of 200 employees on a permanent employment contract in the investment sector. In terms of data analysis, the study made use of descriptive statistics, correlations, independent t-tests and regressions.

Main Findings: The results showed a significant positive correlation between career adaptability and organisational commitment of employees who work in the investment sector. These results supported a predictive relationship between some demographic variables, career adaptability, and organisational commitment. Additionally, the empirical results endorsed the statistical evidence of the relationship between the dimensions of career adaptability and organisational commitment at the sub-scale level.

Practical/Managerial Implications, Contributions: Organisations should consider agile approaches to career adaptability given the current constantly changing work environment. The key to survival in this highly competitive work environments is career adaptability, and this can best be achieved through continual upskilling of employees. The aim for people practitioners in investment organisations should be to achieve affective commitment instead of normative commitment and continuance commitment. Affective commitment can be achieved through the alignment of individual and organisational goals. The practice of recruiting employees who fit into the organisation is important in ensuring that on-boarded employees have meaningful and satisfying work.

Contribution/value-add: The research is meaningful in its value-add given the contribution to knowledge about career adaptability and organisational commitment. The results contribute a different dimension to the literature on the relationship between career

adaptability, organisational commitment and demographic variables. The research also provides valued insight and knowledge in Industrial and Organisational Psychology with regards to career adaptability and organisational commitment of employees particularly in the investment sector.

Keywords: Career adaptability, organisational commitment, career psychology, personal resources, life/career stage development and investment sector.

Introduction

The focus and background of the study will be covered in this section then respectively followed by the general views found in the literature, the objectives and potential value-add of the study.

Key focus of the study

The volatile work context in which investment companies find themselves prefaced the study's backdrop towards scholarly insights on the relationship between career adaptability and organisational commitment. The South African investment sector comprises relatively few major role players thereby presenting increased labour market competitiveness.

Background to the study

The turbulent work environment and unstable employment arrangements due to economic factors require individuals to demonstrate career adaptability by taking proactive control of their careers (Coetzee, 2018; Savickas & Porfeli, 2012). When individuals plan their career paths, they must incorporate adaptability as this is considered an important life-career survival strategy. Career adaptability is considered as one of the essential personal qualities that help people in designing their careers (Rossier et al., 2017). Savickas and Porfeli (2012) in the career adaptability theory, highlight "career control, career concern, career confidence and career curiosity as chief attributes that employees need to navigate their career behaviours" (p.749). Existing research has proven that career adaptability supports employees to use their works' resources. Also, Coetzee (2018) indicated that individuals who demonstrate self-efficacious career adaptability can keep themselves motivated to obtain career goals and success despite adverse conditions and uncertainties. Given the turbulent work experiences, employees need to utilise a wide range of psychosocial attributes and skills to cope with the pressure of career self-management when career paths are more blurred (Fiori et al., 2015; Klehe et al., 2011; Rossier et al., 2017).

Trends from the research literature

A synopsis of the central trends deduced from the literature about career adaptability and organisational commitment of employees who work in the investment sector is discussed in the ensuing sections.

Career adaptability

The changes in workplaces result in the extinction of career stability as climbing the career ladder is now foregone in most occupations (Ramos & Lopez, 2018). Nascent research has endorsed that career adaptability facilitates individuals to be equipped for expected tasks, work roles, and changes in work conditions (Ramos & Lopez, 2018). Career adaptability is influenced by the degree to which employees are open to adapting to the changing nature of their roles at work (Rudolph et al., 2017; Savickas, 2013). Employees' independence in handling factors inherent to them and circumstantial factors impact their career adaptability (Savickas & Porfeli, 2012). Recent research has further demonstrated that adaptable employees contribute constructively to their organisations (Perera & McIlveen, 2017). Previous research neglected the effect of employees' initiative but rather focused on the role of factors beyond their control (Karatepe & Olugbade, 2017).

Organisational commitment

Several studies have focused on establishing the causal factors of organisational commitment. This great focus on organisational commitment can be attributed to the fact that it is a key phenomenon in the efficient functioning of the organisation. Organisational commitment is defined as a collection of employees' feelings and emotions based on their experience whilst working for an organisation (Steers, 1977), their attachment to the organisation and its aims and their roles (O'Reilly & Chatman, 1986) along with more attachment to their organisations for its benefit rather than for their gain (Markovits & Van Dick, 2007). Assessing organisational commitment enables organisations to determine the strength of association experienced by employees towards their employing organisations (Mowday, Steers & Porter, 1982). The depth of this relationship is weighed based on the employees' perceived belief of the goals and values, the amount of effort they invest in their jobs and their willingness to remain employed by the particular organisation (Fiori et al., 2015).

Research objectives

In this chapter, the statistical results for the following research aims are reported in order to highlight the relationship between career adaptability and organisational commitment amongst employees in the investment sector.

Research aim 1: To determine whether career adaptability relates to organisational commitment amongst employees in the investment sector.

Research aim 2: To highlight the relationship between demographic variables: gender, age, ethnicity, qualifications, tenure and business unit, career adaptability and organisational commitment amongst investment sector employees.

Research aim 3: To determine whether the investment sector employees from the various demographic groups (age, gender, ethnicity, qualifications, tenure and business unit) significantly vary in their stages of career adaptability and organisational commitment

Research aim 4: To make recommendations for the practice and research of industrial and organisational psychology with regards to career adaptability and organisational commitment amongst employees in the investment sector.

The potential value added by the study

Tladinyane (2012) argues that there is limited research that has addressed career adaptability and organisational commitment. Therefore, this study contributes new knowledge on career adaptability and organisational commitment strategies and practices for staff members in the investment sector. The findings are enlightening particularly for industrial psychology professionals towards supporting career adaptability and achieving organisational commitment for organisations in the investment sector in South Africa.

According to Bridgstock (2009), the work arrangements are now different compared to the past when employees stayed with one organisation for all their upward career mobility within organisational hierarchies. Employees are now presented not only with choices to move from one organisation to the next, but also employment opportunities across the globe (Hall, 2013; Hess, Jepsen, & Dries, 2012). The unstable environment has meant that employees are now responsible for navigating their careers, and that often does not offer clearly defined career paths (Coetzee & Stoltz, 2015). Maree (2012) argues that it is now a requirement for employees to be adaptable for their survival in employment settings. Coetzee and Stoltz (2015) further posit that the focus should be directed at helping employees to make the most

of their employment. Resultantly, such strategies and practices will increase the career confidence of employees.

Potential value at a theoretical level

The study contributed to the current awareness about career adaptability and organisational commitment at a theoretical level. There are historic studies that emphasize the importance of demographic information in enabling a better understanding of the main constructs (Brown et al., 2012; Coetzee et al., 2014). Investigating the impact of employees' demographic variables on the main constructs under study was particularly pertinent. Accordingly, it was beneficial to conduct the study to provide factual information to support the proposal of practices and approaches, particularly in the investment sector.

Potential value at an empirical level

The research provided an empirically established biographical profile that can be utilised to formulate practices and strategies for career adaptability and organisational commitment. The study further highlighted whether employees embodying certain demographic variables indicated any variations in their career adaptability and organisational commitment. As the current organisational context of the study comprises of employees who work in the investment sector, the results are valuable in gaining the organisational commitment from these scarce and critical skilled employees.

Potential value at a practical level

The study yielded a better understanding and contributed to the knowledge of the constructs career adaptability and organisational commitment for industrial psychology practitioners. The positive outcomes of this research include practical indicators and measures for employees in the workplace, towards upgrading their career adaptability resources and how the factors that impact their organisational commitment differ. The study also provides practical measures for management personnel on how they may encourage employees' commitment towards the organisation. The practical recommendations based on the challenges of this research are also provided for future researchers.

What will follow

The following sections will cover the research design under two sub-sections: the research approach and the methods used for the study. Thereafter, research results will be

presented, leading to a discussion of the findings. Finally, the conclusion, limitations and recommendations for future research deduced from the study are highlighted.

Research design

This section presents the research design in two sub-sections; the research approach and the research method.

Research approach

The research approach followed is a quantitative, non-experimental research design (Kerlinger, Lee, & Bhanthumnavin, 2000). The study evaluates the interrelations between the variables; therefore, the use of a cross-sectional survey design was deduced to be appropriate (Babbie & Mouton, 2001; Kerlinger, Lee, & Bhanthumnavin, 2000). The study was descriptive in order to explain the phenomena accurately (Durrheim & Dixon, 2010). The research investigated the empirical relationships between the variables employing correlational statistical analysis.

Research method

The research method in terms of research participants, measuring instruments, the research procedure, ethical considerations and statistical analyses are discussed in the following section.

Research participants

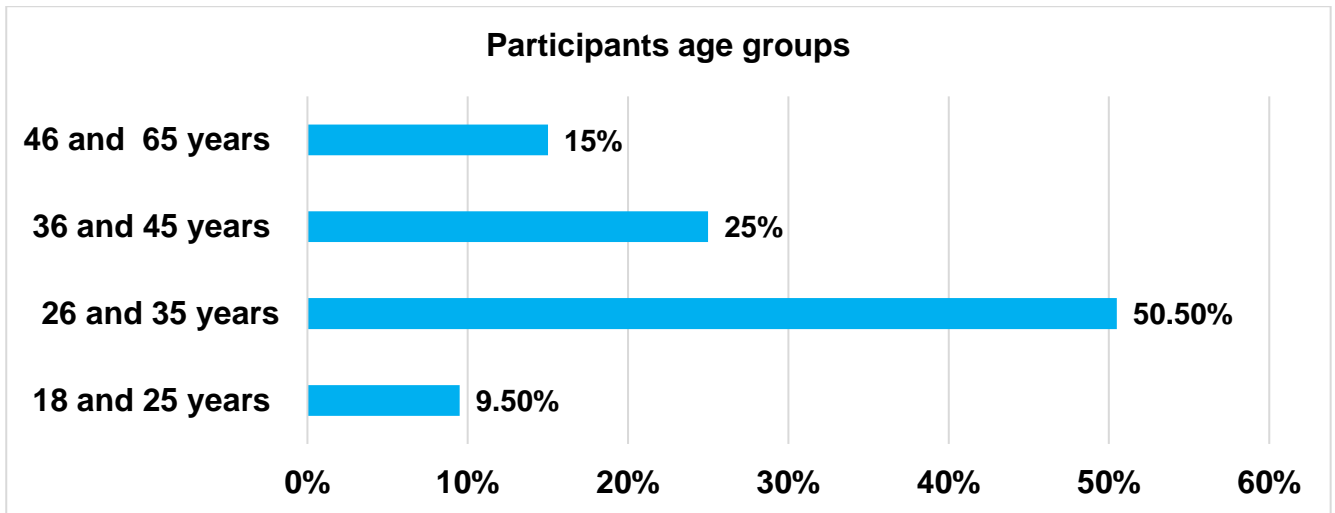
The empirical research sample comprised of (n=200) permanent employees in the investment sector in South Africa.

Age

The age groups of the participants were between the ages of 18 and 25 years (9.5%), 26 and 35 years (50.5%), 36 and 45 years (25%), 46 and 65 years (15%) as indicated in figure 3.1. When comparing the responses per age groups, the individuals between the age of 26 and 35 years were the majority in the sample.

Figure 3.1

Respondents' age (n = 200).

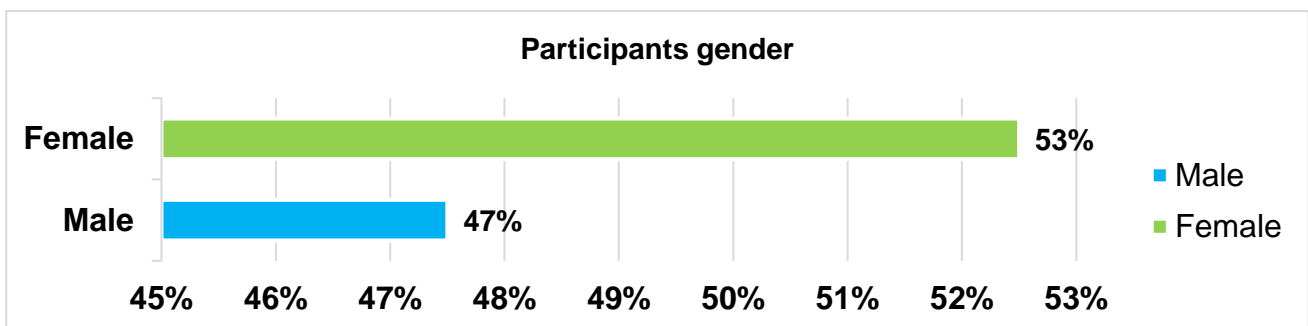


Gender

The gender group distribution was 53% female and 47%, male. The sample was marginally skewed towards females than males as indicated in figure 3.2.

Figure 3.2

Gender (n = 200)

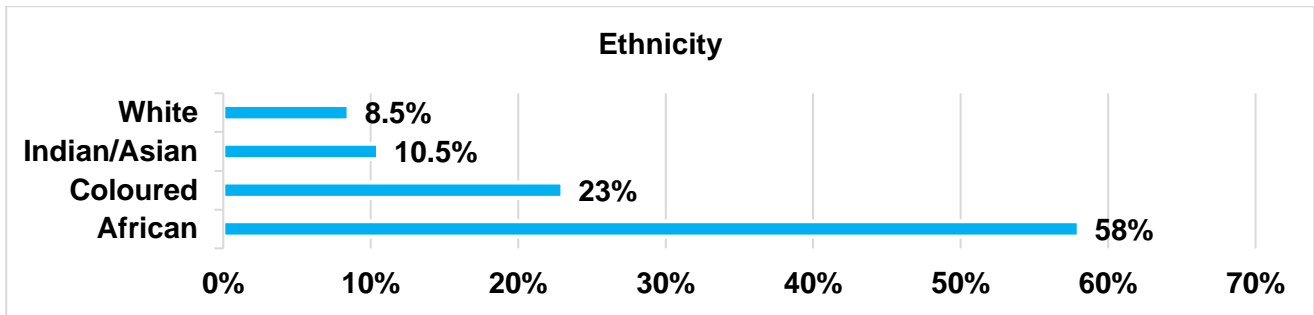


Ethnicity

In terms of ethnicity, the representation of the sample was as follows: African (58%), Coloured (23%), Indian/Asian (10.5%) and Whites (8.5%) of the sample, as indicated in figure 3.3. The African ethnic group composed the majority of the sample.

Figure 3.3

Ethnicity (n = 200)

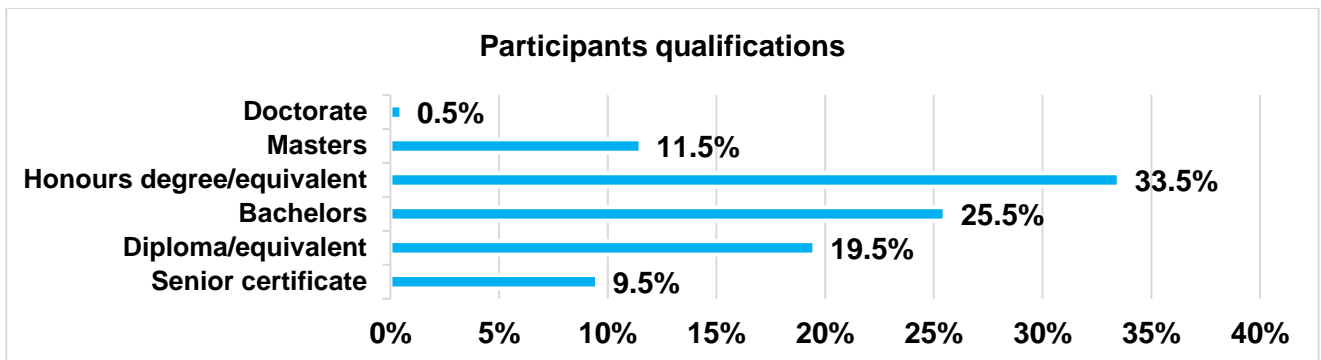


Qualification

In terms of qualifications the representation was as follows: Senior certificate (9.5%), Diploma/equivalent (19.5%), Bachelors (25.5%), Honours degree/equivalent (33.5%), Masters (11.5%) and Doctorate (0.5%) as indicated in figure 3.4. The majority of the sample has an Honours degree/equivalent. The investment sector employs mostly individuals who possess critical skills. Hence, the high level of qualifications is expected.

Figure 3.4

Respondents' qualifications (n = 200)

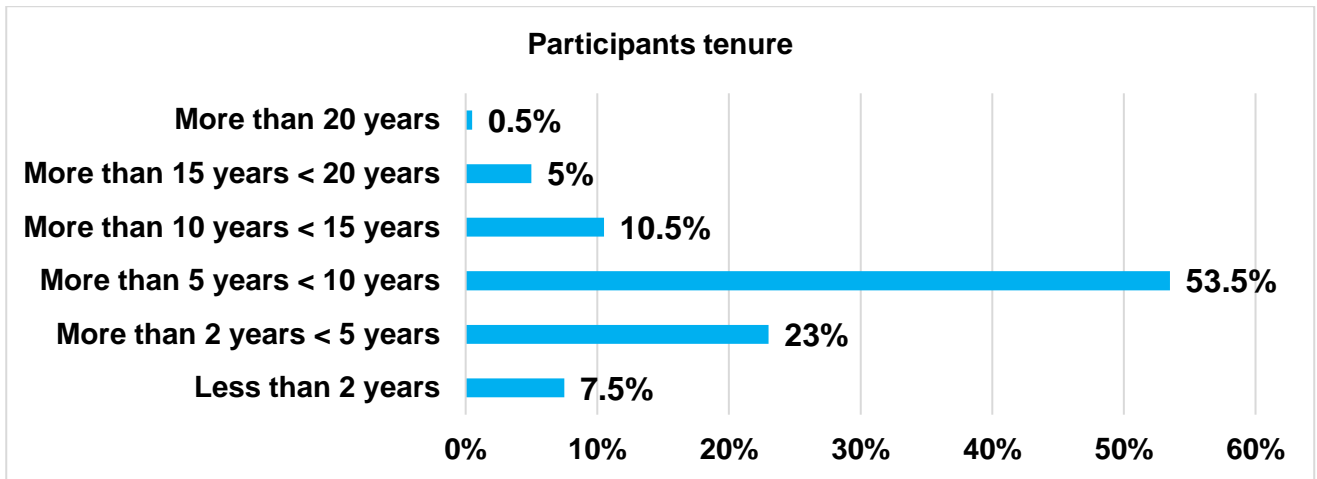


Tenure

In terms of tenure, the representation was as follows: 7.5% had tenure below two years, 23% had tenure above two years and below five years, 53.5% had tenure above five years and below ten years, 10.5% had a tenure above ten years and below fifteen years, 5% had above fifteen years and below twenty years and 0.5% had more than twenty years as indicated in figure 3.5. The majority of the participants have been in employment for more than five years and below ten years.

Figure 3.5

Respondents' work tenure (n = 200)

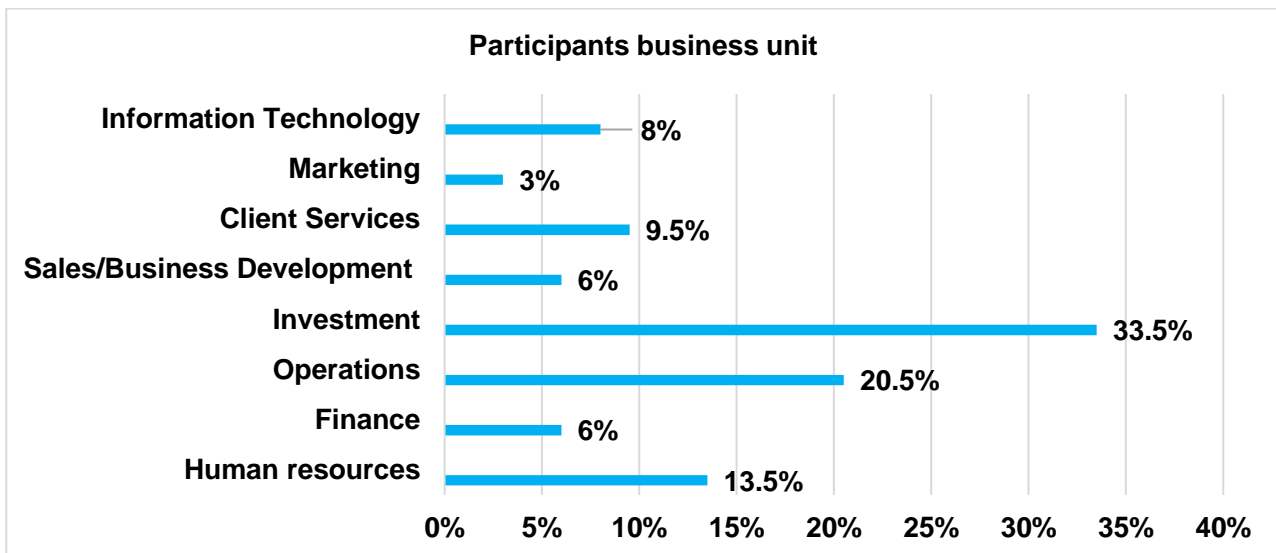


Business unit

In terms of business unit, the representation was as follows: Human resources (13.5%), Finance (6%), Operations (20.5%), Investment (33.5%), Sales/Business Development (6%), Client Services (9.5%), Marketing (3%) and Information Technology (8%) as indicated in figure 3.6. The sample comprised mostly of members of the investment team.

Figure 3.6

Respondents' business units (n = 200)



Measuring instruments

This section discusses the chosen measuring instruments, interpretation, as well as the validity and reliability of the instruments. The study utilised the following instruments:

Biographical questionnaire

The biographical questionnaire was utilised to collect demographic variables from the study sample. These variables comprised of age, gender, qualifications, ethnicity, tenure and business unit.

Career Adapt-Abilities Scale (CAAS)

Career adaptability was measured through the use of CAAS. The four dimensions of an employee's career adaptability, namely, career concern, career control, career curiosity and career confidence were assessed (Savickas & Porfeli, 2012). Employees were required to complete the CAAS scale, and the findings indicate their preferences as self-reported. The scale comprises of multi-factor measures with 24 items that are divided into four subscales. The first subscale is Career control, with six items which explore one's control over their vocational future. The second is Career concern, also with six items and explores the realisations that present choices affecting one's future. The third is Career curiosity, with six items and explores alternatives before making a choice, and lastly, Career confidence with six items which explores strategies for overcoming challenges.

Based on the respondents' self-reported feedback, an investigation was undertaken to establish the dimension which scored the highest mean and that was perceived as dominant of the four dimensions. The pertinence of using the Career Adapt-Abilities Scale (CAAS) – International Form 2.0 is that it is proven to possess excellent reliability (Savickas & Porfeli 2012). Despite the CAAS international reporting higher reliability scores than the South African score, the selection of the latter score was based on the fact that the study was conducted within a South African context. The following reliabilities of the subscales were considered: Career concern, career control, career curiosity, and career confidence. Reported reliabilities of 0.77, 0.71, 0.78 and 0.80 respectively, thus an overall reliability of 0.91 for career adaptability (Maree, 2012). Maree (2012) reported that CAAS - South Africa shows fit indices of Root Mean Square Error of Approximation (RMSEA) = .05 and Standardized Root Mean Square Residual (SRMR) = .05.

Organisational Commitment Questionnaire (OCQ)

Meyer and Allen's (1997) questionnaire of organisational commitment was used to assess the affective commitment, continuance commitment and normative commitment. The authors proposed a "multi-factorial measure which consists of six items per subscale on a 7-point Likert type scale" (p. 12). The internal consistency of the OCQ dimensions was

ascertained by computing the Cronbach Alpha. Accordingly, Meyer et al. (1993) highlight “adequate coefficients for affective commitment (0.82), continuance commitment (0.74) and normative commitment (0.83) were obtained” (p. 14). Meyer and Allen (1997) reported the median reliabilities for the affective, continuance and normative scales as 0.85, 0.79 and 0.73 respectively. The test-retest scores ranged from 0.38 for affective commitment to 0.44 for continuance commitment. Thus, the authors assert that the cited reliability coefficients show a prediction that employee commitment can fluctuate with time and become stable with increased tenure. The rationale for using the OCQ in this study was due to Meyer and Allen’s (1997) confirmation that the measure possesses a high level of reliability and validity as already indicated.

Research procedure and ethical considerations

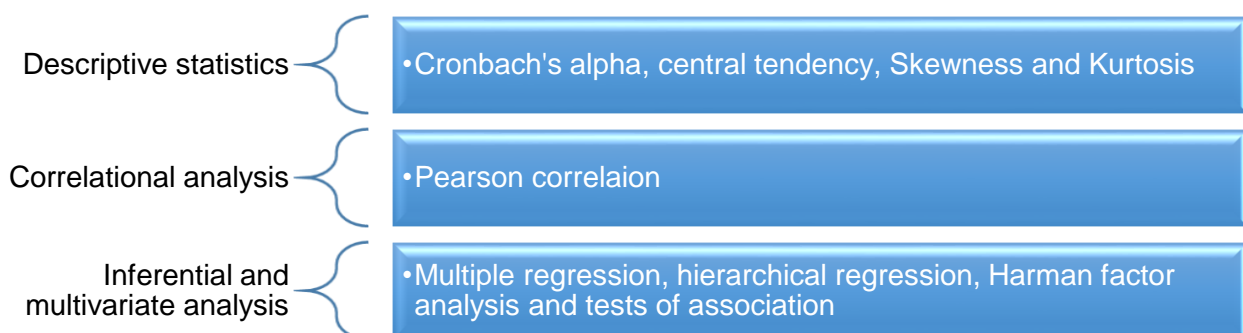
The study commenced after obtaining ethical clearance from the University of South Africa’s Ethics Committee to conduct the empirical research within the participating organisation. Accordingly, the research sample was based on a convenience sampling method. The purpose, confidentiality and voluntary nature of the research were explained to employees as participants. Thereafter, informed consent was obtained from all the research participants. The data collection method entailed an online survey and was considered appropriate in ensuring confidentiality, as the participants could complete the questionnaire anonymously. The survey information collected via a secure online platform was securely stored to ensure confidentiality.

Statistical analyses

The following statistical analyses were conducted

Figure 3.7

Diagrammatic representation of the statistical analysis



To conduct data analysis, the latest version of the Statistical Programme for Social Sciences (SPSS, version 26) was utilised (IBM Corp, 2019). The following statistical analysis was computed: descriptive statistics, correlational and inferential statistics. In assessing the internal consistency of the instruments, Cronbach's alpha was computed. Field (2013) proffers several assumptions to be adequately considered for addressing the parametric statistics, and these are: normality, homogeneity of variance, interval data and independence. The said assumptions were thus heeded, and the results were as follows: the Levene's test indicated that the variables in the study satisfied the homogeneity assumption, the assumption of interval data and independence were met as per the parametric statistics computed. The means and standard deviation were computed as part of the descriptive statistics to assess the central tendency of the scores, and identify the dispersion of scores (Kerlinger, Lee, & Bhanthumnavin, 2000).

The Pearson product-moment correlations were computed to determine whether the variables are positively or negatively related together with the power of their relationship. To eliminate the occurrence of type I error, a judgement call was made to regulate the significance value at a 95% confidence interval level ($p \leq 0.05$). In the event of the results indicating r values larger than 0.30, the impact will be considered to have a medium effect (Cohen, 1992), and the relationship will be deemed as practically significant. The recommended method in which the variation caused by the biographical variables on the dependent variables, namely CAAS and OCQ, could be assessed through conducting standard multiple regression analyses. To measure significant regression as observed between CAAS and OCQ, the F-test was used. The value of R^2 was computed to interpret the results as several independent (CAAS) variables were attributed separately. The R^2 values that yielded larger than 0.13 were deemed to be having a medium effect and therefore considered as practically significant (Cohen, 1992). To assess the significance of mean differences the T-tests and Analysis of Variance (ANOVA) were computed for the various demographic groups. In particular, the variances between the means of the gender groups, career adaptability and organisational commitment scores were measured using T-tests. To ascertain the significant differences of means for several variables such as age, ethnicity, qualifications and the group's tenure, career adaptability and organisational commitment were measured using ANOVAs

Level of significance

To derive specific probability, the level of significance will be calculated (Geranian, Mokhtari, & Cohen 2013). For this study, the level of significance is set at $p \leq .05$ to test the hypothesis, and in turn, the confidence level is 95% in the results. For research purposes, the significance levels of $p \leq .05$ and $p \leq .01$ are mostly used.

Table 3.1

Significance levels (Murphy & Wolach, 2014)

Level	Significance
.10	Less significant
.01 to .05	Significant
.001 to .01	Very significant
.001	Extremely significant

The null hypothesis will be rejected, and the results rendered as statistically significant in the event that a test of significance indicates a p -value lower than the chosen significance level (Field, 2013).

Results

Descriptive statistics

Descriptive statistics and Cronbach's alpha coefficients for CAAS and OCQ are outlined in this section which also presents the mean and standard deviations based on the responses received.

Descriptive statistics: career adaptability (CAAS)

Reporting of scale reliability: CAAS

Table 3.2 provides the Cronbach's alpha coefficient for each of the subscales of the CAAS (Savickas & Porfeli, 2012). The subscales of career adaptability sufficiently showed high Cronbach alpha values and the internal reliability was high (.79 - .83). A Cronbach alpha coefficient of .85 was found for the total CAAS scale and this was deemed sufficient for the study.

Table 3.2*Internal consistency reliability of CAAS*

Subscale	Cronbach Alpha	Number of items
Career concern	.83	6
Career control	.79	6
Career curiosity	.83	6
Career confidence	.81	6
Overall scale	.85	24

Reporting of means, standard deviations, skewness and kurtosis: CAAS

The means, standard deviations, skewness and kurtosis of each of the four subscales of the CAAS, are summarised in table 3.3. The table also shows the overall scale $M = 3.95$; $SD = .46$ for CAAS. The means for the four subscales ranged from 3.46 and 4.17. The highest mean score was obtained for the subscale career concern which was $M = 4.17$ $SD = .56$, while the lowest mean was $M = 3.46$; $SD = .46$. This was for the career concern subscale. All skewness values of the CAAS subscales were negatively skewed and they ranged from $-.7$ and $-.4$, as such occurring within the -1 and 1 normal range recommended for skewness coefficients (Howell, 2016). The kurtosis values indicated a platykurtic distribution for all subscales as well as the overall scale. The range of Kurtosis values was between $-.15$ and $.58$, as such occurring within the -3 and 3 normal range (Brown, 2015).

Table 3.3*Reporting of means, standard deviations, skewness and kurtosis*

	Mean	Std. Deviation	Skewness	Kurtosis
CAAS				
Concern	3.46	.46	-.5	.28
Control	4.17	.56	-.7	.58
Curiosity	4.06	.63	-.6	.01
Confidence	4.14	.58	-.4	-.15
Overall CAAS	3.95	.46	-.5	.33

Descriptive statistics: organisational commitment questionnaire (OCQ)

Reporting of scale reliability: OCQ

Table 3.4 highlights the Cronbach's alpha coefficient for the three subscales of the OCQ (Meyer & Allen, 1997). The subscales of organisational commitment reflected fairly acceptable Cronbach alpha values and internal reliability was high (.61 - .83). The overall OCQ scale had a Cronbach's alpha coefficient of .85 which was deemed sufficient for this study.

Table 3. 4

Internal consistent reliability of OCQ

Subscale	Cronbach Alpha	Number of items
Affective commitment	.61	6
Continuance commitment	.70	6
Normative commitment	.83	6
Overall scale	.85	18

Reporting of means, standard deviations, skewness and kurtosis: OCQ

Table 3.5 below highlights a summary of kurtosis, skewness, standard deviations and means of the three OCQ subscales and its overall scale. $M = 3.90$ $SD = .60$ was the total OCQ average score. The means of subscales for the OCQ ranged between 3.07 and 4.05. Continuance commitment had the greatest mean score of $M = 4.58$ ($SD = 1.03$) which is further highlighted in table 3.11. The least mean score was for affective commitment which had a mean of $M = 3.07$; $SD = .66$. All three subscales skewness scores of the OCQ and the overall score were positively skewed. The skewness of the three subscales had a range from -.65 to .25; this range was within the normal range of between -1 and 1 prescribed for these coefficients (Howell, 2016). Kurtosis values highlighted that the overall scale and the three subscales had a platykurtic distribution. The kurtosis values ranged from -.53 to 1.67, as such being within a normal range of -3 and 3 normal (Brown, 2015).

Table 3. 5*Reporting of means, standard deviations, skewness and kurtosis*

	Mean	Std. Deviation	Skewness	Kurtosis
OCQ				
Affective commitment	3.07	.66	.25	1.67
Continuance commitment	4.58	1.03	-.65	-.10
Normative commitment	4.05	.93	-.51	-.53
Overall OCQ	3.90	.60	-.44	-.34

Correlational statistics

The descriptive statistics were changed to correlational statistics to ascertain if results yielded sufficient evidence to accept or reject the study's hypothesis Ha1: A statistically significant relationship exists between the demographic variables (age, gender, ethnicity, qualifications, tenure and business unit), career adaptability and organisational commitment amongst employees in the investment sector. Akoglu (2018) states that the direction of the strength of a relationship between variables is tested by correlation statistics and indicated by a correlation coefficient. The relationship between variables of the CAAS and OCQ were determined by the Pearson product-moment correlation coefficients. The normal range of the Pearson correlation (r) is -1.00 to +1.00 where " r " denotes the direction of association of variables and the statistical significance level was $p \leq .05$. The dependent variable in the study was organisational commitment while the independent variable was career adaptability. A positive correlation of +1.00 shows that when scores for the dependent variable go up, the scores of the independent variable also increase. A negative correlation of -1.00 denotes that when scores for the dependent variable go down so does the scores of the independent variable (Cohen, Manion, & Morrison, 2013). When r is between .0 and .3, it denotes a weak linear relationship, however, when the r -value is between .3 and .7 it shows a moderate linear relationship, whereas an r -value of .7 to 1.0 shows a strong linear relationship (McGrath, 2014).

Since the Pearson product-moment coefficient was used to test the relationship between career adaptability and organisational commitment, the results were interpreted according to guidelines as outlined by Cohen (1992) where $r \geq .10$ had a small practical effect; $r \geq .30$

had a medium practical effect and $r \geq .50$ had a large practical effect. The level for rejecting the null hypothesis was the significance level of $p \leq .05$ and $r \geq .30$.

Correlation analysis between career adaptability (CAAS) and organisational commitment (OCQ)

The bivariate correlations between the CAAS and OCQ variables are presented below. As shown in Table 3.6, it is concluded that several significant relationships were deduced.

Table 3. 6

Bivariate Correlation analysis between demographic variables, career adaptability and organisational commitment.

Variables	Age	Gender	Ethnicity	Qualifications	Tenure	Business unit	Concern	Control	Curiosity	Confidence	Overall CAAS	Affective	Continuance	Normative	Overall OCQ
Concern	.10	.15*	.01	.15*	.03	.01	-								
Control	.16*	.15*	.10	.02	.01	.02	.65***	-							
Curiosity	.26***	.10	.21**	.09	.14*	.04	.53***	.62***	-						
Confidence	.07	.13	.05	.10	.01	.05	.58**	.62***	.60***	-					
Overall CAAS	.18**	.16*	.12	.10	.05	.00	.80**	.86***	.84***	.84***	-				
Affective	.04	.00	.05	.09	.00	.05	.08	.00	.05	.04	.01	-			
Continuance	.25**	.13	.23***	.23***	.14	.20***	.12	.04	.11	.02	.01	.02	-		
Normative	.27**	.12	.38***	.05	.18*	.02	.01	.04	.20***	.05	.10	.07	.46***	-	
Overall OCQ	.30***	.13	.34***	.12	.17*	.10	.03	.00	.14*	.00	.04	.39***	.80***	.79***	-

Notes: $n = 200$ *** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$ (NB no * $p \geq .50$). $r \leq .30$ (small practical effect size), $r \geq .30 \leq .49$ (medium practical effect size), $r \geq .50$ (large practical effect size)

In terms of the overall view, several significant relationships were noted amongst the demographic variables, career adaptability (CAAS) and organisational commitment (OCQ).

Career concern showed positive relationships with the following OCQ variables, however, such a relationship is not statistically significant:

- Affective commitment ($r = .08$; small practical effect size, $p \geq .05$)
- Continuance commitment ($r = .12$; small practical effect size, $p \geq .05$)
- Normative commitment ($r = .01$; small practical effect size, $p \geq .05$)
- Overall commitment ($r = .03$; small practical effect size, $p \geq .05$)

Career control showed a statistically significant ($p \geq .05$) positive relationships with the following OCQ variables and the practical effect size were all small:

- Affective commitment ($r = .00$; small practical effect size, $p \geq .05$)
- Continuance commitment ($r = .04$; small practical effect size, $p \geq .05$)
- Normative commitment ($r = .04$; small practical effect size, $p \geq .05$)
- Overall OCQ ($r = .00$; small practical effect size, $p \geq .05$)

Career curiosity showed a statistically significant ($p \leq .05$) positive relationships with the normative commitment and overall OCQ variables. The practical effect size of the relationships was relatively small:

- Affective commitment ($r = .05$; small practical effect size, $p \geq .05$)
- Continuance commitment ($r = .11$; small practical effect size, $p \geq .05$)
- Normative commitment ($r = .20$; small practical effect size, $p \geq .05$)
- Overall commitment ($r = .14$; small practical effect size, $p \geq .05$)

Career confidence showed a statistically non-significant ($p \geq .05$) positive relationships with the following OCQ variables and the practical effect size of the relationships were all small:

- Affective commitment ($r = .04$; small practical effect size, $p \geq .05$)
- Continuance commitment ($r = .02$; small practical effect size, $p \geq .05$)
- Normative commitment ($r = .05$; small practical effect size, $p \geq .05$)
- Overall commitment ($r = .00$; small practical effect size, $p \geq .05$)

Biographical variables relationships with career adaptability and organisational commitment

The majority of the following biographical variables showed that they have a positive statistically significant ($p \geq .05$) relationship with CAAS, but of small practical effect size except for a few variables:

Career concern (all relationships below had a small size effect)

- Age ($r = .10$; small practical effect size, $p \geq .05$)
- Gender ($r = .15$; small practical effect size, $p \leq .05$)
- Ethnicity ($r = .01$; small practical effect size, $p \geq .05$)
- Qualifications ($r = .15$; small practical effect size, $p \leq .05$)
- Tenure ($r = .03$; small practical effect size, $p \geq .05$)
- Business unit ($r = .01$; small practical effect size, $p \geq .05$)

Career control (all had small size effects)

- Age ($r = .16$; small practical effect size, $p \leq .05$)
- Gender ($r = .15$; small practical effect size, $p \leq .05$)
- Ethnicity ($r = .10$; small practical effect size, $p \geq .05$)
- Qualifications ($r = .02$; small practical effect size, $p \geq .05$)
- Tenure ($r = .01$; small practical effect size, $p \geq .05$)
- Business unit ($r = .02$; small practical effect size, $p \geq .05$)

Career curiosity

- Age ($r = .26$; small practical effect size, $p \leq .001$)
- Gender ($r = .10$; small practical effect size, $p \geq .05$)
- Ethnicity ($r = .21$; small practical effect size, $p \leq .01$)
- Qualifications ($r = .09$; small practical effect size, $p \geq .05$)
- Tenure ($r = .14$; small practical effect size, $p \leq .05$)
- Business unit ($r = .04$; small practical effect size, $p \geq .05$)

Career confidence

- Age ($r = .07$; small practical effect size, $p \geq .05$)
- Gender ($r = .13$; small practical effect size, $p \geq .05$)
- Ethnicity ($r = .05$; small practical effect size, $p \geq .05$)
- Qualifications ($r = .10$; small practical effect size, $p \geq .05$)

- Tenure ($r = .01$; small practical effect size, $p \geq .05$)
- Business unit ($r = .05$; small practical effect size, $p \geq .05$)

The following variables showed statistically significant ($p \leq .05$) negative relationships with OCQ) and had small size effects:

Affective commitment

- Age ($r = .04$; small practical effect size, $p \geq .05$)
- Gender ($r = .00$; small practical effect size, $p \geq .05$)
- Ethnicity ($r = .05$; small practical effect size, $p \geq .05$)
- Qualifications ($r = .09$; small practical effect size, $p \geq .05$)
- Tenure ($r = .00$; small practical effect size, $p \geq .05$)
- Business unit ($r = .05$; small practical effect size, $p \geq .05$)

Continuance commitment

- Age ($r = .25$; small practical effect size, $p \leq .01$)
- Gender ($r = .13$; small practical effect size, $p \geq .05$)
- Ethnicity ($r = .23$; small practical effect size, $p \leq .001$)
- Qualifications ($r = .23$; small practical effect size, $p \leq .001$)
- Tenure ($r = .14$; small practical effect size, $p \geq .05$)
- Business unit ($r = .20$; small practical effect size, $p \leq .001$)

Normative commitment

- Age ($r = .27$; small practical effect size, $p \leq .01$)
- Gender ($r = .12$; small practical effect size, $p \geq .05$)
- Ethnicity ($r = .38$; medium practical effect size, $p \leq .001$)
- Qualifications ($r = .05$; small practical effect size, $p \geq .05$)
- Tenure ($r = .18$; small practical effect size, $p \leq .05$)
- Business unit ($r = .02$; small practical effect size, $p \geq .05$)

The demographic variables, CAAS and OCQ as shown in Table 3.6 reflect positive correlations, ranging from $.01 \leq r \leq .38$ (small to medium practical effect). However, the association between most of these variables is not statistically significant p values ≥ 0.50 . The Pearson product-moment coefficients (see Table 3.6) indicated a small to medium

practical effect and was less than the level of concern for multi-collinearity ($r \geq .90$) to be present, as per Hinton's (2014) guidelines.

Inferential statistics: Multiple regression analyses

Multiple regression analyses and tests for mean differences are presented in this section of the study in alignment with Cohen et al.'s (2011) recommendation to use inferential statistics for deducing conclusions from the data. Accordingly, the computed inferential statistics enabled an examination of the relationship between career adaptability and organisational commitment as the primary variables. Thus, the hierarchical regression analysis and test for significant mean differences were computed as part of inferential statistics.

Multiple regression analyses: career adaptability and organisation commitment

Hair et al. (2013) present hierarchical regression as a way to empirically gauge if other variables curb the relationship between the dependent and independent variables. Therefore, the current study also examined whether other variables interfered with the relationship between career adaptability and organisational commitment as presented in table 3.7 below.

Moderated hierarchical regression analysis with organisational commitment as a dependent variable, career adaptability as an independent variable and biographical variables as the moderator

To check the influence of a third variable on two variables, a moderator analysis needs to be conducted (Aguinis, 2004). The model summary presented in table 3.7 provides details on the steps for hierarchical regression analysis between organisational commitment as the dependent variable, with career adaptability as independent variable, together with biographic variables as moderators.

Table 3.7

Hierarchical Model summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.040 ^a	.002	-.003	.602758598615499	.002	.320	1	198	.572
2	.298 ^b	.089	.079	.577355824241100	.087	18.807	1	197	.000
3	.330 ^c	.109	.095	.572454026249642	.020	4.388	1	196	.037
4	.396 ^d	.157	.139	.558199610675193	.048	11.138	1	195	.001
5	.423 ^e	.179	.157	.552351582971840	.022	5.151	1	194	.024
6	.425 ^f	.181	.155	.553050050759640	.002	.510	1	193	.476
7	.432 ^g	.187	.157	.552358024919840	.006	1.484	1	192	.225

a. Predictors: (Constant), Career Adaptability, b. Predictors: (Constant), Career Adaptability, Age, c. Predictors: (Constant), Career Adaptability, Age, Gender, d. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, e. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, Qualifications, f. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, Qualifications, Tenure, g. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, Qualifications, Tenure, Business Unit

Critical information presented in table 3.7 that is relevant in understanding this model summary is presented in columns labelled, 'R Square, R Square Change, and Sig. F. Change'. In model 1, R Square = 0.002, which implies that career adaptability accounts for 0.2% of variance in organisational commitment. With the addition of age in the second model, R Squared value increased to 0.089, denoting that 8,9% of the variance in organisational commitment is explained by both age and career adaptability. The addition of age in the model contributed (R Square Change = 0.087) 8,7% variance in organisational commitment compared to the initial model with only career adaptability. The Sig. F. Change ($p < 0.001$), entails that this addition of age contributes a statistically significant increase in variance accounted for in organisational commitment. Similarly, such significant contribution in explaining variance in organisational commitment than the variable career adaptability alone is also evidenced in; model 3 with the addition of gender, (R Square = 0.109 (10.9%), R Square Change = 0.020 (2%), $p < 0.037$); model 4 with the inclusion of ethnic groups (R Square = 0.157 (15.7%), R Square Change = 0.048 (4.8%), $p < 0.001$); and model 5 which adds qualifications (R Square = 0.179 (17.9%), R Square Change = 0.022 (22%), $p < 0.24$). On the other hand, in model 6 the addition of tenure (R Square = 0.181 (18.1%), R Square Change = 0.002 (0.2%), $p < 0.476$); and in model 7 inclusion of business unit (R Square = 0.187 (18.7%), R Square Change = 0.006 (0.6%), $p < 0.225$), also contributed to an increase in variation explaining organizational commitment. However, such increase in variance accounting for organisational commitment was not statistically significant and moderation was absent in comparison to that of models 2 to 5.

The ANOVA table 3.8 presents information to help understand if the models employed in hierarchical analysis are good fit for the data.

Table 3. 8*ANOVA for hierarchical regression analysis*

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.116	1	.116	.320	.572 ^b
	Residual	71.937	198	.363		
	Total	72.053	199			
2	Regression	6.385	2	3.193	9.578	.000 ^c
	Residual	65.668	197	.333		
	Total	72.053	199			
3	Regression	7.823	3	2.608	7.958	.000 ^d
	Residual	64.230	196	.328		
	Total	72.053	199			
4	Regression	11.294	4	2.823	9.062	.000 ^e
	Residual	60.759	195	.312		
	Total	72.053	199			
5	Regression	12.865	5	2.573	8.434	.000 ^f
	Residual	59.188	194	.305		
	Total	72.053	199			
6	Regression	13.022	6	2.170	7.095	.000 ^g
	Residual	59.032	193	.306		
	Total	72.053	199			
7	Regression	13.474	7	1.925	6.309	.000 ^h
	Residual	58.579	192	.305		
	Total	72.053	199			

a. Dependent Variable: Organisational Commitment, b. Predictors: (Constant), Career Adaptability, c. Predictors: (Constant), Career Adaptability, Age, d. Predictors: (Constant), Career Adaptability, Age, Gender, e. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, f. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, Qualifications, g. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, Qualifications, Tenure, h. Predictors: (Constant), Career Adaptability, Age, Gender, Ethnic Group, Qualifications, Tenure, Business Unit

Results from ANOVA table 3.8 indicates that the independent variable carrier adaptability in model 1 is not statistically significant in predicting organisational commitment ($F(1,198) = 0.320$, $p = 0.572$). This denotes that the regression model 1 is not good fit for the data. Interestingly, the other models 2 to 7, are good fit for the data having p values that are less than 0.001 as presented in table 3.8. To understand this further, table 3.9 presents further information on the predictor variables that were added for each individual model.

Table 3.9*Coefficients for the hierarchical regression analysis*

		Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.697	.365			10.138	.000
	Career Adaptability	.052	.092	.040		.566	.572
2	(Constant)	3.526	.351			10.032	.000
	Career Adaptability	-.019	.089	-.015		-.211	.833
	Age	.178	.041	.300		4.337	.000
3	(Constant)	3.150	.392			8.036	.000
	Career Adaptability	.010	.089	.008		.109	.913
	Age	.179	.041	.300		4.379	.000
	Gender	.172	.082	.143		2.095	.037
4	(Constant)	3.139	.382			8.211	.000
	Career Adaptability	-.002	.087	-.002		-.025	.980
	Age	.103	.046	.174		2.261	.025
	Gender	.159	.080	.132		1.985	.049
	Ethnic Group	.158	.047	.254		3.337	.001
5	(Constant)	3.325	.387			8.591	.000
	Career Adaptability	.015	.087	.012		.177	.860
	Age	.092	.045	.155		2.032	.044
	Gender	.152	.079	.126		1.913	.057
	Ethnic Group	.175	.047	.281		3.684	.000
	Qualifications	-.077	.034	-.150		-2.270	.024
6	(Constant)	3.256	.400			8.149	.000
	Career Adaptability	.018	.087	.014		.209	.834
	Age	.074	.052	.124		1.412	.159
	Gender	.152	.079	.126		1.909	.058
	Ethnic Group	.179	.048	.287		3.735	.000
	Qualifications	-.077	.034	-.151		-2.281	.024
	Tenure	.035	.049	.054		.714	.476
	(Constant)	3.382	.412			8.204	.000
7	Career Adaptability	.016	.087	.013		.186	.853
	Age	.072	.052	.121		1.380	.169
	Gender	.141	.080	.117		1.764	.079
	Ethnic Group	.182	.048	.292		3.803	.000
	Qualifications	-.075	.034	-.146		-2.204	.029
	Tenure	.031	.050	.048		.634	.527
	Business Unit	-.025	.021	-.080		-1.218	.225

a. Dependent Variable: Organisational Commitment

Table 3.9 shows that all models 1 to 7, confirm that the association between career adaptability and organisational commitment, with p values ranging between 0.527 to .913 is not statistically significant. This entails that career adaptability does not have predictive power on organisational commitment. The addition of moderating variables in models 2 to 4 shows that these variables have statistically significant predictive power on employee's organisational commitment within the investment sector. This is evidenced by the following results, in second model of age $\beta = .178$, $t = 4.337$, p value $< .001$; in third model age $\beta = .179$, $t = 4.379$, $p < .001$, gender $\beta = .172$, $t = 2.095$, $p = .037$; in the fourth model age $\beta = .178$, $t = .103$, $p = .025$ gender $\beta = .178$, $t = .259$, $p = .049$, ethnic group $\beta = .178$, $t = .158$, $p = .001$. However, analysis of results for models 5 to 7, reveals that the following moderation variables were not statistically significant ($p > .05$) in predicting employee's organisational commitment in the investment sector, model 5 gender $\beta = .152$, $t = 1.913$, $p = .057$; model 6

Age $\beta = 0.74$, $t = 1.412$, $p = .159$; gender $\beta = .152$, $t = 1.909$, $p = .058$, tenure $\beta = .035$, $t = .714$, $p = .476$; and model 7, age $\beta = .072$, $t = 1.380$, $p = .169$, gender $\beta = .141$, $t = 1.764$, $p = .079$, tenure $\beta = .031$, $t = .634$, $p = .527$, business unit $\beta = -.025$, $t = -1.218$, $p = .225$. This implies that in models 5 to 7, gender, tenure, age and business unit are somehow weak predictors of organisational commitment. Interestingly, in models 5 to 7, the moderating variable qualifications shows that a point decrease (β ranges from $-.075$ to $-.077$) in one's qualification is statistically significantly associated with organisational commitment. This implies that when a person has lower qualifications, they are more likely to be committed to the organisation they are employed with compared to those with higher qualifications that looks for lucrative opportunities in tandem with their qualifications. In summary the nested (hierarchical) regression models in this study strongly points out that age, qualification and ethnic group have a strong moderating on organisational commitment.

Test for bi-directionality

Linear regression analysis was conducted to evaluate the bidirectional relationship between career adaptability and organisational commitment. In this analysis, organisational commitment was employed as an independent variable and career adaptability as the dependent variable. In this test, results in table 3.10 below, indicate that the variables for organisational commitment namely affective commitment was taken as an independent variable, in a linear regression analysis. As shown in the model summary below, read in conjunction with the ANOVA score when organisational commitment is taken to be an independent variable, an R-square (.013) 1,3% of variance in career adaptability is explained ($F = .859$; $p = 0.464$). This indicates the model is not a good fit for the data.

Table 3.1

Linear regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.114 ^a	.013	-.002	.4673625570	.013	.859	3	196	.464

a. Predictors: (Constant), Normative commitment, Affective commitment, Continuance commitment

The ANOVA table further confirmed the results presented in table 3.10, that this regression model is not good fit for the data $df = (3, 196)$, $F = .859$, $p = .464$.

Table 3. 2*ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.563	3	.188	.859	.464 ^b
	Residual	42.812	196	.218		
	Total	43.374	199			

a. Dependent Variable: Career Adaptability

b. Predictors: (Constant), Normative commitment, Affective commitment, Continuance commitment

Additionally, all the individual components of this model have statistically insignificant constants as indicated in table 3.11.

Table 3.3*Coefficients^a*

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.873	.230		16.815	.000
	Affective commitment	-.012	.050	-.018	-.248	.804
	Continuance commitment	-.031	.036	-.068	-.851	.396
	Normative commitment	.065	.041	.128	1.595	.112

a. Dependent Variable: Career Adaptability

Table 3.12 shows that the variables for organisational commitment and career adaptability do not have a bidirectional relationship. This tested relationship, implies that we reject the alternative hypothesis and accept the hypothesis stating that; H4: There is a statistically significant negative relationship between career adaptability and organisational commitment as observed in a sample of investment sector employees.

Harman factor analysis

Harman's single factor test is one technique to identify common method variance or the number of biases inherent in the variance proportion distribution of items (Harman, 1976; Heydari et al., 2020). The Exploratory Factor Analysis (EFA), examines the un-rotated factor solution to determine how many factors are required to explain the variations in the variables

(Oddo-Sommerfeld et al., 2015). Should one factor emerge as the strongest in explaining variations, it will be accredited for most of the covariance among the variables. And as a result, a substantial amount of common method variance will be deemed to be present (Oddo-Sommerfeld et al., 2015; Podsakoff et al., 1986). As per the results, the un-rotated factor is below 50%, therefore, the common method variance can be ruled out as posing no issues (Podsakoff et al., 1986). These results suggest that data was free from prejudiced responses and the variance is attributable to the constructs measured and not the measurement method.

Table 3.4

Harman factor analysis

Factor	Total	Initial Eigenvalue		Extraction Sums of squared loadings		
		% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.179	24.207	24.207	1.703	18.921	18.921
2	1.392	15.464	39.671			
3	1.035	11.499	51.170			
4	.999	11.103	62.273			
5	.921	10.236	72.509			
6	.823	9.148	81.657			
7	.730	8.115	89.772			
8	.602	6.692	96.464			
9	.318	3.536	100.000			

Integration: the relationship between career adaptability and organisational commitment

Inferential statistics: test for significant mean differences

This section addresses research aim 3 to empirically investigate whether differences exist in career adaptability and organisational commitment in terms of demographic variables. One-way ANOVA and independent t-tests were conducted to test for significant mean variations for the main variables. Table 3.14 presents the ANOVA results based on age.

Age

The ANOVA outcome presented below on table 3.14 reveals statistically significant variations between different age groups and one dimension of career adaptability: career curiosity ($F = 4.225, p = .003$). Additionally, a statistically significant variation emerged based

on age groups and the three dimensions of organisational commitment: affective ($F = 3.035$, $p \leq .001$), continuance commitment ($F = 5.04$, $p = .001$), normative commitment ($F = 9.38$, $p \leq .001$) and overall commitment ($F = 7.12$, $p \leq .001$). Overall, the mean of CA did not differ across age groups in a statistically significant manner ($F=2.13$, $p=0.079$). Thus, respondents of different ages did not approach CA in a manner that is considered different. In terms of OC, respondents from different age groups exhibited different, statistically significant mean scores showing differences in how people of different ages rated their OC ($F=.712$, $p \leq 0.001$). Further tests show that the over 65-year age group was the most committed of all the groups with the highest mean score of 4.5. The +65 group had the highest Continuance and Normative commitment ($M=5.57$, $SD=.42$ and 5.21 , $SD=.28$) respectively. The 18-25 age group had the lowest Affective Commitment ($M=2.85$, $SD=.52$) while the 26-35 age group had the lowest Continuance and Normative commitment ($M=4.38$, $SD =1.02$; $M=3.80$, $SD=.84$).

Table 3.14

ANOVA Scores for Age (n = 200)

Variable	18–25 years Mean (SD)	26–35 years Mean (SD)	36–45 years Mean (SD)	46–65 years Mean (SD)	65+ years Mean (SD)	F	df	Sig
Concern	3.39 (.39)	3.45 (.53)	3.45 (.36)	3.59 (.42)	3.57 (.23)	.681	195	.606
Control	3.99 (.61)	4.10 (.61)	4.27 (.48)	4.41 (.44)	4.21 (.22)	2.016	195	.094
Curiosity	3.78 (.73)	3.96 (.65)	4.24 (.53)	4.21 (.58)	4.37 (.38)	4.225	195	.003
Confidence	4.09 (.38)	4.07 (.63)	4.26 (.55)	4.24 (.59)	4.08 (.34)	1.012	195	.402
Overall CAAS	3.80	3.89	4.05	4.11	4.06	2.129	195	.079
Affective	2.85 (.52)	3.03 (.70)	3.22 (.63)	3.33 (.42)	2.71 (.67)	3.035	195	.019
Continuance	4.48 (.83)	4.38 (1.02)	4.77 (1.01)	4.54 (1.17)	5.57 (.42)	5.042	195	.001
Normative	4.22 (.81)	3.80 (.84)	4.20 (.92)	3.99 (.96)	5.21 (.28)	9.382	195	.000
Overall OCQ	3.85	3.73	4.06	3.95	4.50	7.115	195	.000

Gender

The independent t-tests results presented on table 3.15 reveals a statistically significant variation between gender groups and two dimensions of career adaptability: career concern ($F = 4.479, p = .036$) and career control ($F = 4.745, p = .031$.001). There were no statistically significant relationships between gender and any of the organisational commitment dimensions. Males had a comparatively higher mean score on both concern ($M=3.53, SD=.37$) and control ($M=4.25, SD=.49$) than females; concern ($M=3.39, SD=.52$) and control ($M=4.08, SD=.59$). Overall, males had a higher mean score on CAAS ($M=4.03, SD=.37$) than females ($M=3.89, SD=.52$). There were no

statistically significant relationships between gender and any of the organisational commitment dimensions. The scores suggest the influences of gender dynamics in certain variables (career concern and control) in the determination of employees CAAS.

Table 3.15

Independent t-test Scores for Gender (n = 200)

Variable	Male Mean (SD)	Female Mean (SD)	F	t	df	Sig
Concern	3.53 (.37)	3.39 (.52)	4.479	2.11	198	.036
Control	4.25 (.49)	4.08 (.59)	4.745	2.17	198	.031
Curiosity	4.12 (.52)	3.99 (.71)	2.104	1.45	198	.148
Confidence	4.21 (.52)	4.06 (.61)	3.136	1.77	198	.078
Overall CAAS	4.03 (.37)	3.89 (.52)	4.919	2.21	198	.028
Affective	3.06 (.71)	3.06 (.61)	.003	.05	198	.957
Continuance	4.44 (1.00)	4.71 (1.04)	3.487	-1.86	198	.063
Normative	3.94 (.95)	4.16 (.87)	2.686	-1.63	198	.103
Overall OCQ	3.81 (.61)	3.97 (.58)	3.540	-.188	198	.061

Ethnicity

The ANOVA results presented on table 3.16 reveals a statistically significant difference between the different ethnic groups and three dimensions of career adaptability: career concern ($F = 5.244, p = .002$), career control ($F = 2.672, p = .049$) and career curiosity ($F = 5.211,$

$p = .002$). Additionally, there was a statistically significant variation between the ethnic groups and two organisational commitment dimensions: continuance commitment ($F = 4.718, p = .003$), normative commitment ($F = 13.581, p = .001$) and overall commitment ($F = 9.853, p \leq .001$). Persons classified as White had the highest mean scores on Concern ($M=3.63, SD=0.35$) and Control ($M=4.37, SD=.46$). Respondents of Indian/Asian ethnicity had the highest mean scores on Curiosity ($M=4.42, SD=.38$), Continuance ($M=5.19, SD=.93$) and Normative ($M=4.91, SD=.93$).

Table 3.16

ANOVA Scores for Ethnicity (N = 200)

Variable	African Mean (SD)	Coloured Mean (SD)	Indian/Asian Mean (SD)	White Mean (SD)	F	df	Sig
Concern	3.51 (.49)	3.24 (.40)	3.51 (.29)	3.63 (.35)	5.244	196	.002
Control	4.16 (.61)	4.01 (.46)	4.34 (.40)	4.37 (.46)	2.672	196	.049
Curiosity	4.00 (.66)	3.92 (.58)	4.42 (.38)	4.38 (.49)	5.211	196	.002
Confidence	4.15 (.65)	4.00 (.46)	4.21 (.36)	4.31 (.45)	1.561	196	.200
Overall CAAS	3.95 (.51)	3.79 (.51)	4.12 (.25)	4.17 (.36)	4.191	196	.007
Affective	3.04 (.67)	3.09 (.56)	2.91 (.73)	3.28 (.71)	1.078	196	.359
Continuance	4.42 (.99)	4.52 (1.08)	5.19 (.93)	5.03 (.90)	4.718	196	.003
Normative	3.81 (.86)	4.03 (.87)	4.91 (.77)	4.68 (.58)	13.581	196	.000
Overall OCQ	3.76 (.59)	3.88 (.55)	4.34 (.52)	3.90 (.60)	9.853	196	.000

Qualifications

The independent t-tests results presented on table 3.17 reveals statistically significant differences between the different qualifications groups on career concern ($F = 3.312, p \leq .001$), career control ($F = 1.897, p \leq .001$) and career confidence ($F = 1.147, p \leq .001$). Additionally, there were statistically significant differences between the various qualifications' categories and continuance commitment ($F = 3.035, p \leq .001$). Doctorate and Masters degree holders had the highest means on Concern ($M=4.16, SD=0$), Control ($M=4.16, SD=0.00$) and Confidence ($M=5, SD=0.00$). Senior certificate holders had the lowest mean on Concern ($M=3.38, SD=.38$) while the honours degree holders had the lowest mean on both Control ($M=4.03, SD=.6$) and Confidence ($M=4.03, SD=.63$).

Table 3.17
ANOVA results for qualifications

Variable	Senior Certificate Mean (SD)	Diploma/Equivalent Mean (SD)	Bachelors Mean (SD)	Honours Degree Mean (SD)	Masters Mean (SD)	Doctorate Mean (SD)	F	df	Sig
Concern	3.38 (.38)	3.46 (.44)	3.40 (.44)	3.41 (.50)	3.78 (.30)	4.16 -	3.312	194	.007
Control	4.35 (.55)	4.20 (.44)	4.08 (.54)	4.03 (.60)	4.46 (.46)	4.83 -	1.897	194	.008
Curiosity	3.96 (.58)	4.13 (.60)	3.94 (.64)	4.02 (.66)	4.33 (.51)	5.00 -	3.119	194	.097
Confidence	4.13 (.58)	4.11 (.56)	4.10 (.48)	4.03 (.63)	4.52 (.48)	5.00 -	1.147	194	.010
Overall CAAS	3.96 (.41)	3.97 (.40)	3.88 (.43)	3.87 (.51)	4.27 (.37)	4.75 -	3.609	194	.004
Affective	3.04 (.67)	2.99 (.53)	3.04 (.72)	3.06 (.67)	3.19 (.65)	4.42 -	1.147	194	.337
Continuance	4.90 (.80)	4.91 (.94)	4.49 (1.02)	4.58 (1.13)	4.00 (.74)	3.71 -	3.035	194	.012
Normative	4.12 (.81)	4.05 (.94)	4.00 (.94)	4.19 (.85)	3.78 (1.02)	2.57 -	1.272	194	.278
Overall OCQ	4.0 (.54)	3.99 (.57)	3.84 (.58)	3.94 (.65)	3.66 (.51)	3.57 -	1.276	194	.276

Tenure

The ANOVA results presented on table 3.18 reveals a statistically significant variation between the different tenure categories and normative commitment ($F = 3.387, p = .006$). The group with over 20 years of tenure had the highest mean score on Normative Commitment ($M=5.11, SD=.92$). The same commitment was lowest in the tenure group of 2 to 5 years ($M=3.91, SD=1.11$).

Table 3.18

ANOVA results for tenure

Variable	>2years Mean (SD)	<2 but >5 years Mean (SD)	<5 but >10years Mean (SD)	<10 years Mean (SD)	but >20 Mean (SD)	<20 years Mean (SD)	F	Df	Sig
Concern	3.60 (.48)	3.39 (.38)	3.46 (.50)	3.42 (.41)	3.58 (.25)		.911	194	.475
Control	4.27 (.56)	4.19 (.45)	4.11 (.61)	4.15 (.57)	4.38 (.32)		.629	194	.678
Curiosity	3.94 (.77)	4.00 (.50)	4.03 (.68)	4.15 (.56)	4.51 (.32)		1.369	194	.238
Confidence	4.22 (.53)	4.06 (.43)	4.17 (.62)	3.98 (.68)	4.25 (.43)		.719	194	.610
Overall CAAS	4.01 (.48)	3.91 (.34)	3.94 (.51)	3.92 (.50)	4.18 (.24)		.606	194	.695
Affective	3.14 (.39)	2.99 (.60)	3.07 (.73)	3.24 (.44)	2.77 (.74)		.914	194	.473
Continuance	4.20 (1.04)	4.59 (1.17)	4.56 (.94)	4.63 (1.13)	5.10 (.79)		1.256	194	.285
Normative	4.04 (1.03)	3.91 (1.11)	4.01 (.92)	4.00 (.86)	5.11 (.92)		3.387	194	.006
Overall OCQ	(3.79)	(3.83)	(3.88)	(3.96)	(4.32)		1.755	194	.124

Business unit

The ANOVA results presented on table 3.19 reveals a statistically significant difference between the different business units on continuance commitment ($F = 7.574, p \leq .001$) and normative commitment ($F = 2.637, p = .013$). Respondents from Investments had the highest mean scores on continuance ($M=5.52, SD=.49$) and normative Commitment ($M=4.88, SD=.41$) while respondents from Operations had the lowest means on ($M=4.35, SD=1.2$) and ($M=3.4, SD=.97$) respectively.

Table 3.19

ANOVA scores for the business units

Variable	Client Services Mean (SD)	Finance Mean (SD)	Human Resources Mean (SD)	Information Technology Mean (SD)	Investment Mean (SD)	Marketing Mean (SD)	Operations Mean (SD)	F	Df	Sig
Concern	3.43 (.58)	3.27 (.47)	3.44 (.48)	3.57 (.44)	3.34 (.16)	3.41 (.43)	3.61 (.25)	1.264	192	.270
Control	4.15 (.68)	3.94 (.46)	4.09 (.54)	4.27 (.57)	4.12 (.34)	4.17 (.53)	4.30 (.51)	.876	192	.527
Curiosity	4.18 (.67)	3.59 (.60)	3.95 (.63)	4.08 (.58)	4.36 (.44)	4.14 (.83)	4.13 (.64)	1.759	192	.098
Confidence	4.29 (.68)	4.05 (.62)	3.99 (.62)	4.20 (.59)	4.11 (.22)	4.14 (.42)	4.22 (.65)	.884	192	.520
Overall CAAS	4.01 (.59)	3.71 (.46)	3.87 (.46)	4.03 (.45)	3.98 (.18)	3.97 (.45)	4.06 (.47)	1.129	192	.346
Affective	3.23 (.54)	2.84 (.58)	2.87 (.67)	3.13 (.66)	3.01 (.81)	2.93 (.73)	3.00 (.67)	1.665	192	.120
Continuance	4.73 (.88)	4.91 (.79)	4.60 (.96)	4.46 (.97)	5.52 (.49)	5.09 (.86)	4.35 (1.20)	7.574	192	.000
Normative	4.14 (.78)	3.73 (.76)	4.00 (.98)	4.00 (.93)	4.88 (.41)	4.31 (.95)	3.40 (.97)	2.637	192	.013
Overall OCQ	4.03 (.45)	3.83 (.48)	3.83 (.68)	3.86 (.54)	4.47 (.38)	4.11 (.66)	3.58 (.80)	3.877	192	.001

Decisions regarding the research hypothesis

Figure 3.8

Research hypotheses testing

Empirical aim	Ho1 and Ha1	Statistical analysis
Hypothesis 1		
<p>To highlight the relationship between career adaptability and organisational commitment amongst employees in the investment sector.</p>	<p>Ho1: There is no statistically significant relationship between demographic factors, career adaptability and organisational commitment amongst employees in the investment sector. Ha1: A statistically significant relationship exists between the demographic variables (age, gender, ethnicity, qualifications, tenure and business unit), and career adaptability and organisational commitment amongst investment sector employees.</p>	<p>Correlations</p>
Hypothesis 2		
<p>To highlight the relationship between the demographic variables (age, gender, ethnicity, qualifications, tenure and business unit), career adaptability and organisational commitment amongst investment sector employees.</p>	<p>Ho2: Individuals' demographic variables (age, gender, ethnicity, qualifications tenure and business unit), do not significantly and positively explain the variance in career adaptability and organisational commitment Ha2: The investment sector employees from the various demographics groups (such as age, gender, ethnicity, qualifications, tenure and business unit), vary significantly in their ranks of career adaptability and organisational commitment.</p>	<p>Regression analysis</p>
Hypothesis 3		

<p>To determine whether the investment sector employees from the various demographic groups (age, gender, ethnicity, qualifications, tenure and business unit) significantly vary in their stages of career adaptability and organisational commitment</p>	<p>Ho3: Differences do not exist in career adaptability and organisational commitment in terms of the demographic variables (age, gender, ethnicity, qualifications, tenure and business unit).</p> <p>Ha3: Differences do exist in career adaptability and organisational commitment in terms of the demographic variables (age, gender, ethnicity, tenure and business unit).</p>	<p>Test for significant mean differences</p>
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Note: Ho (null hypothesis); Ha (alternative hypothesis)

The bivariate correlation analyses present evidence to accept the research hypothesis Ha1: There is a statistically significant positive relationship between career adaptability and organisational commitment, as revealed from the sample of respondents. The results present evidence to accept the research hypothesis Ha2: Individuals' demographic variables positively and significantly explain the variation in career adaptability and organisational commitment. Based on the outcome derived from the ANOVA results and independent t-tests there is limited evidence to accept research hypothesis Ha3: Differences exist in organisational commitment and career adaptability based on demographic variables.

Discussion

The biographical profile of the sample is presented below. The research hypothesis is tested followed by a discussion. The highest and lowest means of the measuring instruments are presented in table 3.20.

A biographical profile of the sample

The greater part of the sample was female, African and between the ages of 26–35 years old. In terms of qualifications, most participants have an Honours degree/equivalent and have been in the investment sector for more than five years but less than ten years.

The relationship between career adaptability and organisational commitment

This section presents clarification on the means deduced from the study.

Table 3.5

Display of the highest and lowest means of the measuring instruments

Means	CAAS	OCQ
Highest mean	Career control (4.17)	Continuance commitment (4.58)
Lowest mean	Career concern (3.46)	Affective commitment (3.06)

CAAS and OCQ revealed that participants generally scored relatively high for career adaptability and organisational commitment. The high mean score for career control suggests that the sampled employees possess a high sense of self-regulation, take ownership of their future, and they can independently decide the learning they need to make career adaptations. It was observed that the respondents with high levels of career control had significant positive relationships with all the OCQ variables. Career control can be described “as the degree to which employees focus on their future careers while taking into account the challenges that come along with it” (Savickas & Porfeli, 2012, p. 13). According to Ismail’s (2017) suggestions, this research’s respondents are emerging as very much aware of the value of career control and thus incorporate it into their career goals.

The respondents’ low mean score was obtained for career concern. According to Ismail (2017), this suggests that respondents were not worried about their careers. It is important to note this outcome is interpreted in the context of COVID-19 particularly in South Africa (Armdt, 2020), whereby the pandemic may have influenced the respondents’ feedback in that career concern may not have been a priority or area of focus at this stage in their career lives. Generally, a high level of career concern is expected as it reflects individuals’ capability of getting other employment opportunities (Klehe et al., 2012; Koen et al., 2012; Savickas et al., 2009). Thus, a need to empower employees in order to handle various career obstacles is highlighted.

To understand employees’ movement behaviour, it is important to study organisational commitment (Bahrami, Barati, Ghoroghchian, Montazer-Alfaraj & Ezzatabadi, 2016; Dorgham, 2012). The respondents scored a high mean for continuance commitment which means that they are only committed to the organisation because they understand the

financial consequences of terminating their employment with the organisation. This score also needs to be understood in the context that the study was conducted during the COVID-19 pandemic (Armdt, 2020) in that financial security became a high priority. However, commitment from employees is important for the stability of the organisation (Nayak & Sahoo, 2015) and a work culture that allows them to be adaptable may be a winning strategy (Ferreira et al., 2010).

The research respondents scored low on the affective commitment mean score. According to Mercurio (2015), Meyer et al. (2002), Beck and Wilson (2000), employees who are committed to the organisations at an emotional level perceive their goals and values as aligned with those of the organisation. Despite many studies confirming the stated outcome, Rathi and Lee's (2017) study produced contrasting results. Thus, employees who perceive incongruity between themselves and the organisation tend to eventually terminate their services should they be presented with an opportunity to do so (Bahrami et al., 2016).

Significant difference between the biographical variables

The individuals' demographic variables are crucial in understanding their level of career adaptability and organisational commitment (Kwon & Banks, 2004; Zacher, 2014). Past research has highlighted factors such as age and gender as significantly related to organisational commitment (Azeem, 2010).

Age

Based on the results of the current research, the different age groups showed a statistically significant difference with one dimension of career adaptability i.e. career curiosity. Past research complements the stated findings through their indication that affective and normative commitments are strongly related to age (Ferreira & Coetzee, 2010; Meyer et al., 1993). Accordingly, when the different age groups were compared, it was established that as employees' age increased, their level of organisational commitment also increased (Khalili & Asmawi, 2012). This positive correlation between age and commitment was further reported in several other studies such as those by Agyemang and Ofei (2014), Perryer et al. (2010), Riketta (2005) as well as Tuzun (2009).

Based on the current study's research results, the different age groups showed statistically significant difference with the organisational commitment dimensions (affective, continuance

and normative). Notably, older employees are reported as more reluctant to want to leave the organisation due to possible challenges of finding new employment opportunities (Park et al., 2017; Martin & Roodt, 2008; Posthuma & Campion, 2009; Tebele et al., 2013). However, Armstrong et al. (2012) reported a different view whereby it was established a negative relationship between all age groups and organisational commitment. Thus, the participants' age plays a vital role as it indicates the diverse nature of the participants (Oosthuizen et al., 2014), also in view of Harry and Coetzee's (2013) assertion that it can be anticipated that younger employees will be more career adaptable compared to their older colleagues.

Gender

Due to gender dynamics, the variable needed to be included in the current research. Based on the research results, the different gender groups showed a statistically significant difference with career concern and career control in terms of the career adaptability dimensions. Accordingly, there was no statistically significant difference between the different gender groups and any organisational commitment variables. Mensah and Adjei (2015) assert that past studies on gender and organisational commitment indicated mixed results. As an example, Poon (2004) reported that female employees were less committed to their organisation than male employees, whereas Chang and Chang (2009) and Opayemi (2004) found contradictory results. However, Khalili and Asmawi (2012) reported that no variances emerged between male and female employees in terms of their affective and continuance commitment. Again, Coetzee and Schreuder (2009) highlighted an exception for normative commitment whereby some studies are reported to have found that female employees tend to have greater appreciation for stable work arrangements and therefore, display higher commitment. Lumley et al. (2009) also ascertained variations between masculinity and organisational commitment whereas Sehunoe et al. (2015) found no statistically significant relationships.

Ethnicity

The current study's results suggest a significant difference between ethnicity and career concern, career control and career curiosity. Accordingly, statistically significant variances between ethnic groups and continuance commitment, normative commitment and overall organisational commitment were established. This implies that respondents from various ethnic groups vary according to their organisational commitment dimension. As an example, Coetzee and Stoltz (2015) indicate that African employees demonstrate increased levels of

career adaptability when compared with Caucasian employees. Also, considering that the investment sector's ethnicity profile constitutes diverse employees, it was imperative to highlight insights on this variable (Oosthuizen et al., 2014).

Qualifications

Significant variations based on the qualification groups and concern, control and confidence were observed in the current research. Notably, Coetzee, Ferreira and Potgieter (2015) established that constant learning has a huge impact on career adaptability. Additionally, statistically significant variations were observed based on the qualification groups and continuance commitment in the current study. The implication is that employees need to be aware that the current career dynamics in equally dynamic contexts command them to diversify their skills' base towards enriching their qualifications through studying various courses (Del Corso, 2017). Thus, suggested is that being a lifelong learner towards improved qualification profiles can enhance individuals' career adaptability.

Tenure

Results from the current research indicated a positive correlation between tenure and organisational commitment. In particular, there was a positive relationship between tenure and normative commitment. This implies that employees' commitment increases with an increase in the duration of their employment as asserted by Mensah and Adjeh (2015). The results of the current study also show that there is no relationship between tenure and career adaptability. However, Khalili and Asmawi (2012) report that tenure is positively associated with continuance commitment. Accordingly, Coetzee and Schreuder (2009) conclude that as tenure increases, so too does continuance commitment. Similarly, Van Dyk and Coetzee (2012) confirm that respondents who had tenure of more than 11 years had higher levels of affective and normative commitment. Again, Ferreira and Coetzee (2010) further assert that older employees have a higher degree of affective and normative commitment in comparison to younger employees.

Business unit

There were no statistically significant variations of career adaptability and organisational commitment based on business unit in the current research but, the variable reflected statistically significant differences with continuance commitment and normative commitment. Due to untraceable studies on business unit and its relationship with the main variables for this current study, there was no literature to back its findings. Therefore, based

on Coetzee's (2014) and Potgieter's (2012) findings, the researcher proffers the probability that belonging to a certain business unit is unlikely to be a strong predictor of career adaptability and organisational commitment due to same being personal to an individual.

Conclusions: Implications for practice

Related to the field of practice, the current research provides insights for people practitioners to craft and implement practices that are empirically investigated and supported by resulting/backed-up findings. Personalised career adaptability frameworks can be developed for employees. The organisation can review current hindrances for affective commitment of their employees. Models for career adaptability and organisational commitment can be enhanced based on the findings of the current study. Respondents to the study can develop their ways of handling changes and obstacles in their careers as recommended by Hirsch (2009) to cite but one example.

Further, the research outcomes provide scientific evidence of the undebatable relationship between career adaptability and organisational commitment. Focus on how to develop employees' skills and competencies can be derived from the current study. Career adaptability is further cemented as a means for the 21st-century employees on how to handle the transitions and environmental stressors they may face. The study also enabled viewing of career adaptability not only as a focus for guidance and career counselling, but also as a means to enhance organisational commitment. This implies that in practice, fostering career adaptability skills also increases levels of organisational commitment.

Limitations of the study

A convenience sample was used for the study, and this means that caution needs to be exercised when generalising the results to populations. A particular focus of the study was on permanent employees in the investment sector; therefore, judgement needs to be applied before applying the recommendations out of these parameters. Notwithstanding the limitations stated, the study results can potentially be used as a basis for future investigations on career adaptability and organisational commitment. The respondents reported on their feelings and attitudes; therefore, social desirability might have affected the responses received as also cautioned by Johnson and Fendrich (2002). The study was conducted during the COVID-19 pandemic in South Africa with its accompanying national

response strategies. Therefore, related impacts may have influenced the responses from the participants' due to probably heightened subjectivity levels.

Another limitation of the study was the use of the cross-sectional design instead of a longitudinal design. This limited the data analysis in that a cross-sectional design does not allow a high degree of confidence on analysis. Future studies would benefit from utilisation of a longitudinal design to allow for greater confidence towards improved and/or better consistent conclusions related to causes of variations in research variables.

Recommendations for future research

The recommendation for future research draws attention to researchers to explore the fundamental role played by employees who possess a well-advanced level of career adaptability, commitment to their work and the organisation. This research was of limited scope and consisted of a small sample size, therefore, it is strongly recommended that several studies be conducted using larger sample sizes to address this limitation. Future research can also consider assessing other personal attributes such as motivation, intellectual curiosity and passion as mediators of career adaptability and organisational commitment.

Chapter summary

It was discussed in this chapter, thus the research article, the major aspects discerned from the reviewed literature and from the empirical investigation that yielded the study's outcomes. Also covered in the chapter are discussions on the population, composition of the sample, measuring instruments, data collection processes, administration of the measuring instruments as well as the data analysis approached applied in the study. Consequently, it was summarised the conclusions drawn from the study together with the research limitations and recommendations for practice.

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Chapter 4: Conclusions, limitations and recommendations

In chapter four of the current research the overall study's conclusions are covered, together with literature review limitations as well as those pertaining to the study's results. Thereafter, concise recommendations are proposed mainly for the application of the study.

Conclusions

Conclusions deduced from the study's literature review and its empirical findings are discussed below.

Conclusions arising from the literature review

The general aim of the study was to determine whether a significant theoretical relationship exists between career adaptability and organisational commitment; and whether demographic variables have an impact on employees' levels of career adaptability and organisational commitment. The specific aim of the study was to determine the relationship between career adaptability and organisational commitment amongst employees in the investment sector and as a whole, both stated aims of the study were achieved.

Accordingly, the study enabled conclusions to be drawn for each specific aim relating to the relationships between career adaptability and organisational commitment.

Research aim 1: To highlight the relationship between career adaptability and organisational commitment amongst employees in the investment sector.

The theoretical models discussed in chapters 1 and 2, as part of the literature review addressed the first aim, namely, to conceptualise and explain the two constructs, career adaptability and organisational commitment.

Conclusions relating to career adaptability

Savickas (1997) defined career adaptability as the level of preparedness to manage the various unplanned challenges that come with being employed. Lately, career adaptability has been referred to as personal strategies, practices, professional responsibilities, ordeals and constant changes that employees need to master in their careers (Savickas & Porfeli, 2012). The authors posited four dimensions of career adaptability and were considered towards characterising career adaptability in this study.

The four aforementioned dimensions of career adaptability utilised in this study (Savickas & Porfeli, 2012) entail the following: career concern, referring to the degree to which employees are planning for the future and preparing for unpredictable career challenges; career control, referring to the degree to which employees feel that it is within their control to make career changes; career curiosity, referring to the degree to which employees feel they need to take responsibility for their future careers, as well as career confidence referring to the degree to which employees have to belief in themselves about their careers. Based on the literature review it was evident that career adaptability is an important construct in that it enables employees to handle unclear work functions and career ambiguities (Chong & Leong, 2015). As such, employees who possess greater career adaptability tend to show high degrees of the four dimensions pointing to planning, exploration, decision-making and confidence (Hirschi, 2009). Overall, variations in the demographic variables also influence individuals' levels of career adaptability.

Conclusions relating to organisational commitment

Accordingly, organisational commitment reflects employees' strength of their loyalties towards their organisations (Bahrami et al., 2016). Organisations operate in a highly competitive environment and therefore it is critical that employees are highly adaptable and committed so that they can contribute to the success of the organisation (Coetzee & Botha, 2012). Meyer and Allen's (1997) framework of organisational commitment underpinned this research due to its core tenets that the construct provides indications of psychological attachment between employees and their organisations which then results in lower turnover out of their own volition. Organisational commitment can also be viewed as a journey through which employees and their employers craft benefits and positive relations whilst they both work constructively towards the achievement of their aligned goals (Mowday et al., 2013). Organisational commitment can also be conclusively regarded as the degree to which employees view their togetherness with the organisation, and from that, derive the intent to work for the organisation for as long as possible (Cegarra-Navarro et al., 2020).

The credibility of Meyer and Allen's (1997) three-component model of organisational commitment (affective, continuance and normative commitment) warranted its preference for this study. Hence, overviews by Erasmus, Grobler and Van Niekerk (2015) endorse the view that it is no longer surprising to observe organisations wrestle with retaining skilled and talented employees as strategies to offset low levels of organisational commitment.

Research aim 2: To highlight the relationship between the demographic variables (age, gender, ethnicity, qualifications, tenure and business unit), career adaptability and organisational commitment amongst investment sector employees.

The second main aim was to highlight the relationship between the demographic variables (age, gender, ethnicity, qualifications, tenure and business unit), career adaptability and organisational commitment amongst investment sector employees, and this was achieved and presented in Chapter 2 and Chapter 3. Accordingly, it was established that there are theoretical relationships between the different demographic variables, career adaptability and organisational commitment. Therefore, organisations should value and adequately recognise their committed employees. To that end, industrial psychology practitioners need to be aware of the influence posed by employees' demographic profile in that it poses as a strong domino effect on an employees' decisions to stay or to leave the organisation (Westermann-Behaylo et al., 2014).

Research aim 3: To formulate related recommendations for Industrial Psychology practices and future research.

The third main aim was to formulate recommendations for industrial psychology practice and future research, and this was achieved in Chapter 3 and summarised in Chapter 4. In essence, organisations should invest in assist employees to become more career adaptable in that in return, the organisation stands to benefit from highly committed employees (Westermann-Behaylo et al., 2014). Moronge (2016) emphasised that now more than ever, great cognisance needs to be taken from the fact that organisations cannot function optimally without committed employees. Similarly, Ferreira (2012) concluded that with currently volatile global economies, there is a greater need for committed employees in organisations.

Conclusions arising from the empirical study

There were four empirical study aims intended to evaluate the relationship between career adaptability and organisational commitment and demographic variables as specified below thus:

1. To highlight the relationship between career adaptability and organisational commitment amongst employees in the investment sector. To address this aim, research hypothesis Ho1 and Ha1 were empirically tested.
2. To highlight the relationship between demographic variables; gender, age, ethnicity, qualifications, tenure and business unit and career adaptability and organisational commitment amongst investment sector employees. To address this aim, research hypothesis Ho2 and Ha2 were empirically tested.
3. To determine whether the investment sector employees from the various demographic groups (age, gender, ethnicity, qualifications, tenure and business unit) significantly vary in their stages of career adaptability and organisational commitment. To address this aim, research hypothesis Ho3 and Ha3 were empirically tested.
4. To make recommendations for the practice and research of industrial and organisational psychology with regards to career adaptability and organisational commitment amongst employees in the investment sector. Chapter 4 concludes with a brief focus on this aim.

Accordingly, the conclusion is that: the null hypothesis H01 was rejected on the basis that a statistically significant positive relationship exists between career adaptability and organisational commitment. Also, it can be concluded that the null hypothesis (H02) was partially rejected because of statistically significant differences between the different demographical categories in terms of career adaptability and organisational commitment. The section below presents key findings of the research aims and thereafter, related conclusions are drawn.

Research aim 1: To highlight the relationship between career adaptability and organisational commitment amongst employees in the investment sector.

The study's results provided evidence which validates Ha1: that there is a statistically significant and positive relationship between career adaptability and organisational commitment as discerned from the sample of respondents. Thus, the research findings established significant and positive relationships between career adaptability and organisational commitment pointing to that employees who are considered to be highly adaptable tend to be more committed to the organisation. Martin's (2016) views are thus consistent in that committed employees do indeed display a positive bond with their organisations. Importantly, the empirical research results highlight that career adaptability

requires more scholarly attention as a meta-competency in an employees' career life cycle (Hall, 2013; Savickas, 2013a).

Research aim 2: To highlight the relationship between demographic variables; gender, age, ethnicity, qualifications, tenure and business unit and career adaptability and organisational commitment amongst investment sector employees. This was achieved by empirically testing research hypotheses Ho2 and Ha2.

The second research hypothesis was tested with the results for Ha2: that there is a statistically significant positive relationship between the demographic variables and career adaptability and organisational commitment amongst investment sector employees. Thus, insight on the employees' demographic variables is an important factor for customised considerations in career adaptability and organisational commitment strategies and practices. Šverko and Babarović (2016) reiterate that high levels of commitment are required if employees are going to progress in their careers along with equally high willingness levels to be flexible as they build their careers. Moreover, Rudolph et al. (2017) states unequivocally that such willingness is a sign that employees are committed to the organisation through their ability reconcile personal and organisational goals.

Research aim 3: To determine whether the investment sector employees from the various demographic groups (age, gender, ethnicity, qualifications, tenure and business unit) significantly vary in their levels of career adaptability and organisational commitment. This was achieved by empirically testing research hypotheses Ho3 and Ha3.

The third research hypothesis was tested with the results that Ha3: investment sector employees from the various demographic groups differ significantly in their levels of career adaptability and organisational commitment. To the best of the researcher's knowledge, there have been no studies in the investment sector that explored the relationship between career adaptability and organisational commitment and thus, no related literature reviewed. Therefore, and in terms of practical implications, the researcher cautions against overly emphasizing the current findings without any further research.

Conclusions arising from the central hypothesis

The central hypothesis of the study was highlighted in Chapter 1 as follows: the relationship exists between career adaptability and organisational commitment. Also, the central hypothesis established that differences exist in the career adaptability and organisational commitment in terms of demographic variables. It can thus be concluded that based on the literature reviewed and on empirical study conducted, there was adequate evidence to support the central hypothesis.

Conclusions relating to contributions to the field of Industrial and Organisational Psychology

The existing body of knowledge on career adaptability and organisational commitment provided a useful guide for crafting organisational strategies and practices that could benefit employees and organisations. Therefore, it should form part of common organisational practices to assess employees' degree of career adaptability and organisational commitment. Such results provide useful insight during selection decisions pertaining to who to hire and/or who not to hire. Organisations can also learn from other successful organisational practices regarding different strategies for improving employees' career adaptability (Echols et al., 2020). People practices that are attractive to employees provide an organisation with an advantage over competitors (Mohamed et al., 2014). Thus, sufficient investment in terms of time and financial resources as examples, should be directed to such towards ensuring that employees are adaptable and committed.

Limitations of the study

The limitations of the literature review and empirical study are discussed in the next section.

Limitations of the literature review

Considering that that this is the first study in the investment sector to explore the relationship between career adaptability and organisational commitment, the limitation is that the cited literature was not particularly focused on this sector. Despite numerous studies on these variables, relevant knowledge is still required towards advancing scholarship in the investment sector organisations. Such will provide frameworks on improving employees' career adaptability and organisational commitment in the stated sector as well.

Limitations of the empirical study

The generalisability of the study would have been appropriate if the study was conducted on the entire investment sector population. However, the study provides results based on a sample. Such a limited focus impacted negatively on the degree that the results can be generalised. The convenient sampling technique applied and its related shortcomings also negatively impacted generalisation of the research results. Despite the above limitations, the study's results enabled the analysis of the relationship between career adaptability and organisational commitment, and the variations of demographic variables in relation to the two constructs. Additionally, and according to the sought feedback from the employees' experiences of the survey they participated in, probabilities of positive engagement with the process were discerned in resonance with Johnson and Fendrich's (2002) contentions.

Recommendations

Recommendations for Industrial Organisational Psychology practices and future research based on the findings are presented in the following section, thus forming part of conclusions and overall limitations of this study.

Recommendations regarding career adaptability and organisational commitment

Organisations and employees equally benefit when awareness of career adaptability and organisational commitment is awakened (Sri, Krishna, & Farmanulla, 2016). Organisations must thus begin to encourage workers' adaptability and commitment towards the retaining capable employees particularly in the investment sector. As part of regular performance discussions, managers should apply person-centred career discussions with employees so as to identify their strengths and/or areas of development for career progression (Potgieter, 2012; 2014). Accordingly, organisational career management practices should be the heart in workplaces and more focus should be aimed at sensitising employees of the value of mindfulness of their career adaptability as it will improve employees' commitment (Ndzube, 2013). Similarly, the role of demographic variables should not be underestimated as part of career strategies and practices in organisations (Oosthuizen et al., 2014).

Recommendations for Industrial Psychology practices

The study's findings are that a relationship between career adaptability and organisational commitment exists hence it was further confirmed that a statistically significant relationship

exists between the different demographic groups, career adaptability and organisational commitment. Accordingly, the insights drawn from the study need to inform and provide guidance on career adaptability and organisational commitment practices to enrich retention strategies for employees in the investment sector in South Africa. Overall, it remains the organisation's responsibility to provide work environments which enhance employees' commitment (Mclaggan et al., 2013). Rahman and Iqbal (2013) attest to high wellness probabilities when employees experience favourable working conditions.

Recommendations for future research

The scope of the current study was limited in its focus due to mandatory demarcation of the research areas. However, it is recommended that future studies should consider larger sample sizes to improve the degree to which the results can be generalised. Increasing the sample size will have a positive impact on the validity of the resulting newer findings. Again, future research should consider identifying competencies and skills pertinent to improving employees' career adaptability. Such skills-sets form the backbone of lifelong learning for career adaptability (Brown et al., 2012). Another recommendation would be for future research to consider studies that will yield a comparative analysis of career adaptability and organisational commitment across different sectors.

Integration of the research

The importance of organisationally committed and career adaptable employees was emphasised in this study due to its benefits for investment sector organisations. Notably, organisations in the investment sector are not only competing locally for talent, but also with other major role players globally. Such competition requires more proactive strategies and practices to ensure that employees are equipped with the necessary resources to be adaptable and recognised enough to be committed. Considering the unceasing and inevitable environmental and/or societal changes which clearly pose as a challenge for organisations; career adaptability and organisational commitment command strategic focus by senior management. This study demonstrated the pertinence of the relationship between career adaptability and organisational commitment amongst employees in the investment sector. Thus, the results provided insight into the nature of the relationship between the key constructs as investigated. The significance of the established relationships enriches people practitioners with knowledge and insight for better people strategies and practices. It is worthwhile noting that the investment sector employees are diverse in terms of their

demographic profiles hence, a customised approach to career adaptability and organisational commitment should underpin ultimate related strategies.

Chapter summary

Chapter 4 provided a summated overview of the study's conclusions, limitations derived from the literature review and the empirical study. Related recommendations were formulated and presented mainly for people practitioners and future research in the field. Consequently, an integration of the research findings with determined focus on the key constructs as thus far adequately exhausted to indicate final conclusion of the study.

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