

**THE RELATIONSHIP BETWEEN ORGANISATIONAL JUSTICE, EMPLOYEE  
MOTIVATION AND ORGANISATIONAL COMMITMENT WITHIN A SOUTH  
AFRICAN STEEL INDUSTRY**

**by**

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the degree of**

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**UNIVERSITY OF SOUTH AFRICA**

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## DECLARATION

I, Roderick Pikanegore, student number 50138820, declare that this dissertation entitled: The relationship between organisational justice, employee motivation and organisational commitment within a South African steel industry is my own work. All the sources that I have used or have quoted have been acknowledged by means of complete references. The work has not, in part or whole, been previously submitted for any other degree or examination at this or any other university.

I further declare that ethical clearance to conduct the research was obtained from the Department of Human Resource Management at the University of South Africa. I also declare that the study was carried out in strict accordance with University of South Africa (Unisa)'s policy on research ethics, and that I conducted the research with the highest integrity, considering Unisa's policy for copyright infringement and plagiarism.

A handwritten signature in black ink, appearing to read 'R. Pikanegore', enclosed within a circular scribble.

---

Roderick Pikanegore

2020.12.07

## **ACKNOWLEDGEMENTS**

I give Glory to God for blessing me with the gift of life, knowledge, and guidance to complete my Master of Commerce studies.

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## **DEDICATION**

This dissertation is dedicated to all those students who passed on before completing their studies. May their dear souls rest in eternal peace.

## **ABSTRACT**

**The relationship between organisational justice, employee motivation and organisational commitment within a South African steel industry.**

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Previous studies on the effect of organisational justice, employee motivation, and organisational commitment are well documented—however, the association between these variables in a South African Steel industry is unknown. This study examined the relationship between organisational justice, employee motivation, and organisational commitment within a South African steel industry. The study used a cross-sectional quantitative research approach, while the population comprised a stratified sampling (N = 404) of permanent employees within South Africa's steel industry. Hierarchical regression analysis was used to determine the effect of the demographical variables, organisational justice, and employee motivation on organisational commitment. The results revealed a significant relationship between organisational justice, employee motivation, and organisational commitment variables. Furthermore, the results showed that job level, organisational justice, and employee motivation significantly predict employees' organisational commitment. Moreover, the results indicated significant differences between age, gender, experience from different companies, and tenure regarding these variables. These findings could help Human Resource practitioners during the design of retention strategies, which would add value to the body of knowledge about organisational fairness, commitment, and job retention.

## **KEY TERMS**

Organisational justice; employee motivation; organisational commitment; ArcelorMittal South Africa; employee retention; employee turnover; absenteeism; attitudes; behaviours; steel industry.

## OKUCATSHANGIWE

**Ubudlelwano phakathi kobulungiswa benhlangano, ukukhuthazwa kwabasebenzi kanye nokuzibophezela kwenhlangano ngaphakathi kwemboni yensimbi yaseNingizimu Afrika.**

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Ucwaningo lwangaphambilini ngomphumela wobulungiswa benhlangano, ukukhuthazwa kwabasebenzi, kanye nokuzibophezela kwenhlangano kubhalwe kahle-kodwa-ke, ukuhlanguka phakathi kwalezi zinto eziguqukayo embonini yensimbi yaseNingizimu Afrika akwaziwa. Lolu cwano luhlolisise ubudlelwano phakathi kobulungiswa benhlangano, ukukhuthazwa kwabasebenzi, nokuzibophezela kwenhlangano embonini yensimbi yaseNingizimu Afrika. Lolu cwano lusebenzise indlela yokucwaninga ngobuningi obuhlukanisiwe, kanti inani labantu beliqukethe isampuli (N = 404) enabasebenzi abaqashwe ngokuphelele embonini yensimbi yaseNingizimu Afrika. Ukuhlaziywa kokuhlehla okulandelayo kusetshenziselwe ukuthola umphumela wokuguquguquka kwenani labantu, ubulungiswa benhlangano, kanye nokukhuthazwa kwabasebenzi ekuzibophezeleni kwenhlangano. Imiphumela iveze ubudlelwano obubalulekile phakathi kobulungiswa benhlangano, ukukhuthazwa kwabasebenzi, nokuhlukahluka kokuzibophezela kwenhlangano. Ngaphezu kwalokho, imiphumela ikhombise ukuthi izinga lomsebenzi, ubulungiswa benhlangano, kanye nokukhuthazwa kwabasebenzi kubikezela kakhulu ukuzibophezela kwenhlangano kwabasebenzi. Ngaphezu kwalokho, imiphumela ikhombise umehluko omkhulu phakathi kweminyaka, ubulili, ulwazi oluvela ezinkampanini ezahlukahlukeni, kanye nesikhathi esimi maqondana nalezi zinto eziguqukayo. Lokhu okutholakele kungasiza abasebenza kwezokuphathwa kwabasebenzi ngesikhathi sokuqanjwa kwamasu okugcinwa,

okungangezela inani emzimbeni wolwazi ngokulingana kwenhlangano, ukuzibophezela, kanye nokugcinwa kwemisebenzi.

## **KEY TERMS**

### **Organisational justice**

Ubulungiswa benhlangano

### **employee motivation**

Ukukhuthazwa kwabasebenzi

### **organisational commitment**

Ukuzibophezela kwenhlangano

### **ArcelorMittal South Africa**

I-*ArcelorMittal* yaseNingizimu Afrika

### **employee retention**

Ukugcinwa kwabasebenzi

### **employee turnover**

Inzuzo yabasebenzi

### **absenteeism**

Ukungasebenzi / ukungabibikho emsebenzini

### **Attitudes**

Izimo zengqondo

### **behaviours**

Izimilo

### **steel industry**

Imboni yensimbi

## **OPSOMMING**

### **Die verhouding tussen organisatoriese geregtigheid, werknemermotivering en organisatoriese betrokkenheid by 'n Suid-Afrikaanse staalonderneming deur**

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Vorige studies het die effek van organisatoriese geregtigheid, werknemermotivering en organisatoriese betrokkenheid goed gedokumenteer – die assosiasie tussen hierdie veranderlikes in die Suid-Afrikaanse staalbedryf is egter onbekend. Hierdie studie ondersoek die verhouding tussen organisatoriese geregtigheid, werknemermotivering en organisatoriese betrokkenheid in 'n Suid-Afrikaanse staalonderneming. Die studie het 'n deursnee- kwantitatiewenavorsingbenadering gebruik terwyl die populasie uit 'n gelaagde steekproefneming (N = 404) van permanente werknemers in die Suid-Afrika se staalbedryf bestaan het. Hiërgariese regressie-ontleding is gebruik om die effek van die demografiese veranderlikes, organisatoriese geregtigheid en werknemermotivering op organisatoriese betrokkenheid te bepaal. Die resultate dui op 'n betekenisvolle verhouding tussen organisatoriese geregtigheid, werknemermotivering en organisatoriese betrokkenheidsveranderlikes. Die resultate wys ook dat posvlak, organisatoriese geregtigheid en werknemermotivering die werknemers se organisatoriese betrokkenheid sinvol voorspel. Die resultate toon boonop beduidende verskille aan tussen ouderdom, geslag, ondervinding by verskillende maatskappye en ampstermyn wat hierdie veranderlikes betref. Hierdie bevindings kan menslikehulpbronpraktisyns gedurende die ontwerp van retensiestrategieë help, wat waarde kan toevoeg tot die kennis oor organisatoriese regverdigheid, betrokkenheid en werksretensie.

### **SLEUTELTERME**

Organisatoriese geregtigheid; werknemermotivering; organisatoriese betrokkenheid, ArcelorMittal Suid-Afrika; werknemerretensie; werknemeromset; afwesigheid; houdings; gedrag, staalbedryf

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## **CHAPTER 1: SCIENTIFIC ORIENTATION OF THE RESEARCH**

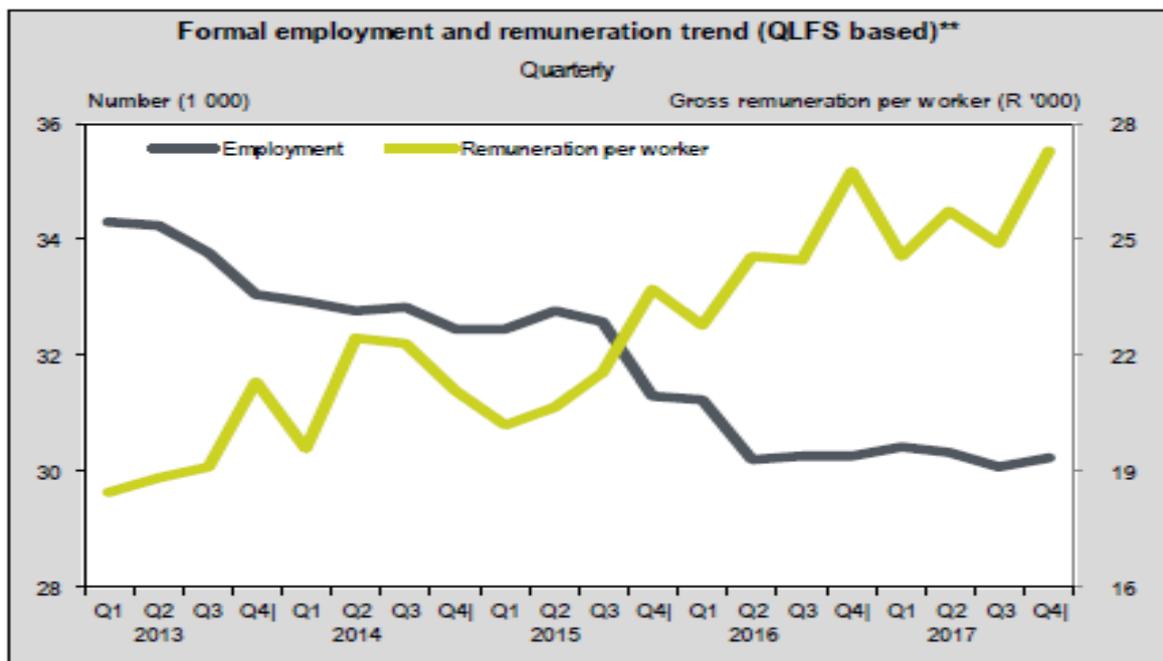
This chapter focuses on the relationship between organisational justice, employee motivation, and organisational commitment within a South African (S.A.) steel industry. The chapter provides a background and motivation for the intended research, leading to formulation of the problem statement, research questions and the research study's aims. The chapter then proceeds to explain the research paradigm perspectives that guided the research, followed by an outline of the study's research design and research methodology. Finally, the chapter ends with a layout of the ensuing chapters.

### **1.1 BACKGROUND AND MOTIVATION FOR THE STUDY**

Retaining employees is regarded as important to organisations across the globe, while they often attribute their success to their ability to retain employees (Biswas & Kapil, 2017). Employees' perceived justice in an organisation could promote retention. This is because when they perceive justice in their organisations, they will show organisational commitment, and hence tend to stay there longer (Moliner et al., 2017).

Howard et al. (2016) suggest that organisations use an equitable compensation and rewards system to promote employee retention. Perceived justice of job content and context factors, training, and development opportunities, as well as organisational culture, promote retention (Howard et al., 2016; Moliner et al., 2017). Employee motivation promotes employee retention, which is a key factor for an organisation's success (Nordhall & Knez, 2018). Tucker (2017) suggests that employee retention comprises social, mental, and physical factors. The internal and external contacts that employees have with other people form the basis of the social dimension (Tucker, 2017). The mental dimension consists of perceived desirable job content and contextual factors (Moliner et al., 2017), while the working conditions and extrinsic rewards constitute the physical dimension of employee retention. Ajala (2016) suggests that retention is important for an organisation's growth sustenance.

In the S.A. steel industry, retaining employees is of great importance, as it is a key factor to maintain the viability of industries. Human Resource Management (HRM) plays an important role in employee retention, especially in the S.A. steel industry, where organisations' survival is threatened by high employee turnover, according to official statistics (S.A. Department of Research and Information, 2018). Official statistics placed a negative growth rate of employment in the S.A. steel industry at 0.1% in the fourth quarter of 2017. Statistics South Africa (2017) shows a consistent decline of formal employment in the S.A. steel industry from figures slightly over 34 000 in 2013, to formal employment figures of slightly over 19 000 S.A. steel employees in 2017. Figure 1.1 below illustrates statistics provided by the S.A. Department of Research and Information (2018) of employment trends in the S.A. steel industry. HRM should work on steel industry employees' retention to curb further declines in employment within S.A. steel organisations.



Production weight: 3.4

Basic iron & steel products 

Trend analysis: 2017 y-o-y (except: capacity utilisation, employment and remuneration - Q4 2017 y-o-y)

↑ 8.4%	↓ -1 (percentage points)	↓ -0.1%	↑ 1.9%	↑ 6.1%	↓ -1.8%
Production (seas. adj.)	Capacity utilisation	Employment*	Gross monthly remuneration per worker	Exports (ZAR)	Imports (ZAR)

Figure 1.1: Formal employment and remuneration trends (Statistics South Africa, 2017)

Previous studies by Biswas and Kapil (2017) and Moliner et al. (2017) indicate that committed workers tend to stay with the employing organisation. Meyer and Allen (1997) describe organisational commitment as an existing bond that employees have with their organisation. In broader terms, employees who are committed to their organisation generally feel connected to and understand their organisation.

The motivation for this study was to explore and add to the existing literature on organisational justice, employee motivation, and organisational commitment. Organisational justice describes employees' perceptions of fair or unjust treatment that they receive from their management, and their behavioural reactions to such perceptions (Ajala, 2016). Nienaber (2016) defines employee motivation as a human psychological characteristic that drives a person to commit to an organisation's work. In HRM, employee motivation can be viewed as the management process of influencing employee behaviour (Schiffirin, 2016).

Several researchers (Nienaber (2016); Schiffirin (2016); Aktogan and Dondofema (2017); Robyn and Mitonga-Monga (2017) call for further research to investigate factors that may influence employee motivation and other forms of psychological attachment. Previous studies by Howard et al. (2016), Moliner et al. (2017); Robyn and Mitonga-Monga (2017) established that employee motivation could be influenced by organisational culture and climate, satisfaction, and justice.

Other previous studies by Nienaber (2016), Schiffirin (2016), Aktogan and Dondofema (2017); Robyn and Mitonga-Monga (2017) suggest that there is an association between justice and organisational commitment, motivation, and organisational commitment, as well as justice and motivation. There seems to be a paucity of research on how these constructs relate to the S.A. steel industry.

### **S.A steel industry work context**

Organisational justice, employee motivation and organisational commitment in the country's steel industry are associated with several unexplored challenges, which contribute to poor employee retention. The recent low business in the S.A. steel industry, as Aktogan and Dondofema (2017) note, is causing steel industry

companies to bargain lowly on wage negotiations, which is a concern for worker unions, notably the National Union of Metalworkers of South Africa (Numsa), the Steel and Engineering Industries Federation of South Africa (SEIFSA), the Liberated Metalworker's Union of South Africa (LIMUSA), and the Metal and Electrical Workers Union of South Africa (MEWUSA). The significant low bargaining, compared to the previous decade when the steel industry was brisk in South Africa in preparation of the Federation Internationale de Football Association (FIFA) World Cup, shows the steel industry's difficult times. The low business in S.A. steel industries bears a huge financial burden on workers, as the meagre wage and salary increments barely cushion them against high economic inflation. This uncertainty in the S.A. steel industry is prompting some employees to search for greener pastures in other industries in the labour market.

South Africa's steel manufacturing industry has been a profitable venture. However, according to the S.A. Department of Research and Information (2018), the S.A. government's recent late imposition of higher tariffs on certain steel imports, effective from 1 July 2017, has impacted the steel industry. The government's delayed intervention is affecting operations and profitability of S.A.'s largest remaining steel company, ArcelorMittal S.A. (S.A. Department of Research and Information, 2018). Other steel industry businesses in S.A. are also affected. China's imported steel and iron is benefiting from the S.A. government's delay to impose higher tariffs on steel and iron imports (Nienaber, 2016). Official trade statistics of steel and iron imports from China was about 240 000 tons in the first five months of 2017, according to Statistics South Africa (2017). In the same five months of 2018, S.A. imported 489 000 tons from China, hence the 2018 import figures doubled since 2017.

According to S.A. Department of Research and Information (2018), the entry of relatively cheap Chinese steel in the local S.A. steel industry market, has affected the sustainability of local steel industry companies. Statistics South Africa (2017) shows a negative growth of employment rate in the S.A. steel industry at 0.1% in the fourth quarter of 2017.

Efforts have been made to address the challenging issues of a lack of fairness, corruption, leadership accountability and unethical behaviour in the S.A steel

industry; however, a scientific approach is yet to be established. Therefore, this study investigated the relationship between organisational justice, employee motivation, and organisational commitment in the S.A. steel industry. The study should add value to the empirical and theoretical debate around fairness, retention, and psychological attachment.

## **1.2 PROBLEM STATEMENT**

Given those mentioned earlier, the S.A. steel industry acknowledges the decreased implementation of tariffs and duties imposed from Chinese steel manufacturing (Ginindza, 2015). Although this is less likely to provide relief to the local S.A. steel industry market, there is little information about its possible effect on employee turnover in this industry. ArcelorMittal South Africa Integrated report (2019) indicated that the S.A. steel industry is experiencing employee turnover rate of 10% (voluntary) and 12% (all exits), and this has generally affected its performance. This turnover is exacerbated by the great demand for the engineers in New Zealand and Australia. Therefore, an in-depth investigation on the drivers can enhance engineers' retentions in a South African Steel Industry (ArcelorMittal South Africa Integrated Report, 2019).

Previous research by Nienaber (2016), and Schiffrin (2016) reported that organisational justice is associated with employee motivation. In other studies, Aktogan and Dondofema (2017) and Robyn and Mitonga-Monga (2017) found a relationship between employee motivation and organisational commitment. Combined research, including organisational justice, employee motivation, and organisational commitment, has not yet been researched in the S.A. steel industry. This study, investigated the relationship between organisational justice, employee motivation, and organisational commitment in the S.A. steel industry. A literature review on the association between these constructs highlights the following: theoretical models do not clarify the association between organisational justice, employee motivation, and organisational commitment within a S.A. steel industry. Human resource practitioners and scholars require knowledge about the nature of the relationship between these constructs. The knowledge that this investigation

revealed may help human resource practitioners in the SA steel industry when designing organisational retention strategies.

The study's problem statement gave rise to the following research question: Does a relationship exist between organisational justice, employee motivation and organisational commitment in the S.A. steel industry?

From the above, the following research questions were formulated in terms of the literature review and the empirical study.

### **Research questions with regards to the literature review**

The study's research questions, which were formulated from the literature review are outlined below.

- How does the literature conceptualise organisational justice and employee motivation?
- How does the literature conceptualise organisational commitment?
- How can the theoretical relationship between organisational justice, employee motivation, and organisational commitment be integrated?

### **Research questions with regard to empirical study**

- What is the statistical nature of organisational justice, employee motivation, and organisational commitment amongst employees in the S.A. steel industry?
- Do organisational justice, and employee motivation predict organisational commitment in the S.A. steel industry?
- Is there a significant difference between organisational justice, employee motivation, and organisational commitment regarding biographical variables (age, gender, job level and tenure)?

## 1.3 AIMS OF THE STUDY

### 1.3.1 General aim of the research

The general aim of this research was to examine whether a relationship exists between organisational justice, employee motivation, and organisational commitment amongst employees within the S.A. steel industry. The study addressed specific aims, which are outlined below:

#### 1.3.1.1 *Specific aims in terms of the literature review*

**Research aim 1:** To conceptualise organisational justice and employee motivation.

**Research aim 2:** To conceptualise organisational commitment.

**Research aim 3:** To integrate the theoretical relationship between organisational justice, employee motivation, and organisational commitment.

#### 1.3.1.2 *Specific aims in terms of the empirical study*

**Research aim 1:** To determine the relationship between organisational justice, employee motivation, and organisational commitment.

**Research aim 2:** To determine if organisational justice and employee motivation predict organisational commitment.

**Research aim 3:** To determine whether significant differences exist between organisational justice, employee motivation, and organisational commitment in respect of the demographical variables (age, gender, job level, and tenure) amongst a sample of employees in the S.A. steel industry.

**Research aim 4:** To make recommendations for further research and to advise HR practitioners about retention strategies in the S.A. steel industry

## **1.4 RESEARCH MODEL**

According to Colquitt et al. (2017), the research model will be used for this study. The model comprises of the following dimensions, namely methodological, ontological, sociological, and teleological. Colquitt et al. (2017) chronologically detail the dimensions along with the research process structure. Colquitt et al's. (2017) model has its concepts based on rules and regulations, values, traditions, opinions, cultures, and principles that are inherent amongst the employees or individuals.

## **1.5 PARADIGM PERSPECTIVE OF THE RESEARCH**

According to Bergh and Geldenhuys (2014), there are different types of paradigms. Different researchers have different choices of research models, traditions, or paradigms. Bergh and Geldenhuys (2014) declare that most research studies are executed, using the positivist, interpretive, constructionist paradigms, or a combination of these. All three paradigms add value to research processes, while it is the researcher's choice to select the most suitable paradigm. A suitable paradigm is chosen based on the emphasis that the study seeks to extract from research observations. The empirical research for this study was conducted in terms of a positivist paradigm.

### **1.5.1 Positivism paradigm**

According to Colquitt et al. (2017), positivists believe that similar results should emerge when different researchers observe a problem using similar statistical processes. Positivism suggests that when investigating a large sample using similar research processes and statistical tests, the research findings will be the same. Accordingly, Alcover et al. (2017) assert that positivism inferences on the population will be the same by different researchers when the research methods used to investigate a large sample are similar. Positivism theory bases assumptions on objective and extrinsic truth. The truth is substantiated from data that is gathered using a scientific method.

### **1.5.2 Field of study**

HRM is the field of study for this research. According to Coetzee (2016), people are essential to organisations. They are central to the development of organisations and to ensure organisations' competitive advantage. Schiffrin (2016) says that organisations can achieve competitiveness if they prioritise and meet employees' job demands. Surtees et al. (2014) further state HRM is about people and involves policies, programmes, and practices to build a competent and motivated workforce.

### **1.5.3 Theoretical models**

This research study used the organisational justice (OJQ) model, which Colquitt et al. (2017) developed. The study also used the organisational commitment questionnaire, developed by Meyer and Allen (1997), along with the job satisfaction (JCQ) model (to measure employee motivation), developed by Karasek et al. (1998).

### **1.5.4 Conceptual descriptions**

Certain concepts are used throughout this study, and these are defined below.

Organisational justice, according to Colquitt et al. (2017, p. 386-400), refers to employees' perceptions of fairness in an organisation.

Employee motivation, according to Methot et al. (2017, p. 10-31), refers to the stimulus that invigorates employees both mentally and physically to remain engaged at work.

Organisational commitment, according to Khan and Jan (2015, pp. 48-65), is employees' resolute dedication to stand by their organisation.

### **1.5.5 Central hypothesis**

This study seeks to demonstrate the hypothesis shown below.

A relationship exists between organisational justice, employee motivation, and organisational commitment. This hypothesis further assumes that employees in the S.A. steel industry have different perceptions of organisational justice, employee motivation, and organisational commitment. The hypothesis also assumes that the lower the perceptions of organisational justice amongst employees, the less their motivation and commitment to the S.A. steel industry.

## **1.6 RESEARCH DESIGN**

### **1.6.1 Research approach**

A quantitative research approach was used to investigate the relationship between organisational justice, employee motivation, and organisational commitment of employees in the S.A. steel industry. Salkind (2017) describes quantitative data as data collection instruments such as a questionnaire or graphical data provided for statistical analysis. The research design is the roadmap used to conduct this research, serving as a guideline to structure the research. Colquitt et al. (2017) describe research design as the blueprint that guides the researcher to answer the research questions.

There may be more underlying factors in the country's steel industry that has led to high employee turnover. High employee turnover is threatening the competitiveness of the steel industry. This study used a quantitative research design to explore factors from previous literature on employee retention.

This approach helped with the study's formulation of hypotheses and data collection to determine if empirical evidence exists to support the hypothesis (Clow & James, 2014).

### **1.6.2 Exploratory research**

Cooper and Schindler (2014) explain that exploratory research focuses on the relationship between variables. Exploratory research explains the relationship between variables in a situation or problem, and is particularly useful to clarify understanding of a problem such as being unsure of the precise nature of a problem (Salkind, 2017). Exploratory research is flexible and adaptable to change. The method used in this study was exploratory, and compared various theoretical perspectives on organisational justice, employee motivation, and organisational commitment.

### **1.6.3 Descriptive research**

According to Cooper and Schindler (2014), descriptive research provides precise profiles of persons, events, or situations. Alcover et al. (2017) suggest that a clear understanding of the research problem is critical when conducting this type of study, along with established literature. Descriptive research aims to identify and explain identified profiles in a more detailed manner. This research design describes current profiles identified at the time of the study (Clow & James, 2014). In this literature review, descriptive research was used to conceptualise the constructs of organisational justice, employee motivation, and organisational commitment.

### **1.6.4 Research variables**

In this study, the research variables were organisational justice and employee motivation, which were the independent variables, while organisational commitment was the dependent variable. The research focused on determining whether a relationship exists between organisational justice, employee motivation, organisational commitment and whether demographic variables influence these three variables.

### **1.6.5 Validity**

The researcher used content validity for this study, which is the simplest and most straightforward type of validity (Salkind, 2017). Content validity shows the extent to which a test represents the universe of items from which it is drawn. The research was tested against literature on the construct of organisational justice and employee motivation. The study tested the validity of the theoretical relationship between organisational justice, employee participation, and organisational commitment. The research study would benefit from content validity owing to evaluating the usefulness of achievement tests, or tests that sample a particular area of knowledge from the sample.

Content validity was used to test the empirical side of the study. Empirical tests focused on the statistical nature of organisational justice, employee motivation, and organisational commitment among the S.A. steel industry employees. The empirical validity of the study tested the extent to which organisational justice and employee motivation positively and significantly predict employees' organisational commitment in the S.A. steel industry.

### **1.6.6 Reliability**

The researcher used both the test-retest and parallel-forms on the study's participants to test the study's reliability. To ensure a measure of stability in the feedback from participants, the same questionnaire was sent twice at an interval while comparing the feedback. To measure the equivalence, the participants were asked to complete different forms of the same questionnaire. Feedback was then correlated using the reliability coefficients  $r^{\text{test1-test2}}$  and  $r^{\text{form1-form2}}$  to measure stability and equivalence.

The study tested the reliability of the reviewed literature on organisational justice, employee motivation, and organisational commitment. The test measured the literature's reliability regarding the significant components and theories of organisational justice, employee motivation, and organisational commitment.

Different forms of the same test were given to the same group of participants for the empirical study. The test was used to understand the significance of the statistical nature of organisational justice, employee motivation, and organisational commitment among employees in the S.A. steel industry. In addition, the reliability of the study's empirical findings tested for any significant differences between organisational justice, employee motivation, and organisational commitment amongst employees in the S.A. steel industry.

### **1.6.7 Unit of analysis**

The research study's unit of analysis comprised individuals (Punch, 2014). These individuals are employees in S.A. steel industry organisations. This study investigated if a relationship exists between organisational justice, employee motivation, and organisational commitment amongst employees in the S.A. steel industries in the country's Vaal region. The study considered orientations, beliefs, perceptions, and characteristics of the individuals that participated in the survey.

### **1.7 Delimitations**

The study was limited to the relationship between the three constructs: organisational justice, employee motivation, and organisational commitment. Biographical factors were discussed to establish how they influence perceptions about organisational justice, employee motivation, and organisational commitment.

The study sought to investigate the probability of a relationship between the three mentioned constructs. If there were a relationship between these three constructs, the findings would undoubtedly benefit future research relating to organisational justice, employee motivation, and organisational commitment. This study only focused on employees in the S.A. steel industry and cannot be generalised to employees in other industry sectors in South Africa. The main purpose of this research was not to make generalisations about the entire population. The study sought to substantiate the relationship between organisational justice, employee motivation, and organisational commitment among the S.A. steel industry employees.

## **1.8 Ethical considerations**

Respondents should be protected against physical harm, discomfort, embarrassment, discomfort, or loss of privacy by following the three guidelines below:

- Benefits of the research should be explained;
- The respondents' rights and protection should be explained; and
- Informed consent should be obtained (Cooper & Schindler, 2014).

In this study, the researcher committed to the confines and guidelines of the University of South Africa's (Unisa's) ethical policy document (Unisa, 2014), which states that the research should be for the public's good and benefit, whilst upholding participants' respect and rights. Participants were informed of their rights and freedom to withdraw from the research process at will and whenever they wished. In this study, the researcher always observed diversity, embraced the differences inherent in different cultures, and engaged participants fairly and just. The researcher endeavoured to make the research transparent and showed integrity and accountability while ensuring no risk or exploitation.

## **1.9 RESEARCH METHODOLOGY**

The study consisted of three phases: the literature review; the empirical study; and the integration and conclusion. The phases were sub-divided into steps for clarity purposes.

### **PHASE 1: LITERATURE REVIEW**

Step 1: Organisational justice

Step 2: Employee motivation

Step 3: Organisational commitment

Step 4: Integration of organisational justice, employee motivation, and organisational commitment

## **PHASE 2: EMPIRICAL STUDY**

This research study used a quantitative survey design. The empirical study was outlined as shown below.

### **Step 1: Determination and description of the sample**

Here the procedure that determined the characteristics of the sample, was discussed.

### **Step 2: Choosing and motivating the psychometric battery**

In this step the measuring instruments were described.

### **Step 3: Administration of the psychometric battery**

This step described the process that was used to collect the data.

### **Step 4: Data capturing**

Here the scoring of the psychometric battery was discussed.

### **Step 5: Formulation of the research hypothesis**

The research hypotheses were formulated in line with the research questions and research objectives.

### **Step 6: Statistical processing of the data**

Statistical tools were considered in this step.

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## **Step 7: Reporting and interpreting results**

Here the results were presented and interpreted.

## **Step 8: Formulation of conclusions, limitations, and recommendations**

Here conclusions, limitations, and recommendations for future research on the relationship between organisational justice, employee motivation, and organisational commitment, and their influence on employee retention, especially in the S.A. steel industry, were discussed.

## **1.10 CHAPTER LAYOUT**

### **Chapter 1: Scientific overview of the research**

This study focused on the relationship between organisational justice, employee motivation, and organisational commitment. The chapter detailed a background and motivation for the study, problem statement, research aims for this study, research methodology, chapter layout and chapter summary.

### **Chapter 2: Organisational justice and employee motivation**

This chapter focuses on conceptualisation of organisational justice and employee motivation, models, and theories, relevant research on organisational justice and employee motivation, as well as factors that influence both constructs and provides a chapter summary.

### **Chapter 3: Organisational commitment**

This chapter focuses on the conceptualisation of organisational commitment, models of organisational commitment, relevant research on organisational commitment, as well as factors that influence organisational commitment and end with a chapter summary.

## **Chapter 4: Relationship between organisational justice, employee motivation and organisational commitment**

This chapter focuses on the theoretical relationship among variables, conceptual framework, and hypotheses. A chapter summary concludes the chapter.

## **Chapter 5: Research methodology**

This chapter outlines the study's research philosophy, population, and sample, measuring instruments, research procedure and data collection, formulation of hypotheses, as well as ethical considerations and ends with a chapter summary.

## **Chapter 6: Results**

This chapter presents results of the statistical analyses, which were conducted to answer the hypotheses formulated for this study. The chapter begins with item analysis, outlines dimensionality analysis, descriptive statistics, correlation, regression analysis, test of significant differences and concludes with a chapter summary.

## **Chapter 7: Conclusions, limitations, and recommendations**

This chapter provides the study's conclusions, limitations, and recommendations in terms of future research in the field of HRM regarding organisational justice, employee motivation, and organisational commitment. Finally, it ends with a chapter summary.

### **1.11 CHAPTER SUMMARY**

This chapter addressed a background of the research study, as well as motivation for the study, problem statement, aim of the study, research design and research methodology and chapter layout.

The next chapter presents and discusses reviewed literature on organisational justice and employee motivation.

## **CHAPTER 2: ORGANISATIONAL JUSTICE AND EMPLOYEE MOTIVATION**

This chapter provides both the theoretical and empirical literature review of the organisational justice and employee motivation constructs. The chapter comprises two sections: the first details the conceptualisation of organisational justice; and the second focuses on the conceptualisation of employee motivation. Chapter 2 expounds on the researcher's understanding of organisational justice and employee motivation constructs, and conceptualises the theoretical literature in terms of the organisational justice and employee motivation constructs.

### **2.1 CONCEPTUALISATION OF ORGANISATIONAL JUSTICE**

This section details organisational justice from a theoretical perspective, exploring past literary sources that agree and disagree with findings in this respect. The study sought to explore and add to existing literature, whilst considering HRM's perspectives of organisational justice.

Organisational justice has four dimensions, namely distributive, procedural, interpersonal, and informational justice (Colquitt et al., 2017). Organisational justice measurements relate to the influence that they have on pay, rewards, evaluations, promotions, and job assignments (Silva & Caetano, 2014). Distributive justice relates to fairness on the outcomes of tangible rewards such as employees' pay, while procedural justice is the fairness of the method that is applied, for instance, to decide on issues of pay (Colquitt et al., 2017). Interpersonal justice relates to interactional procedures, which are used during the policymaking stage (Kerwin et al., 2015), and informational justice relates to justifications for decisions that are made during discussions relating to pay.

Irrespective of the method that an organisation follows, it is imperative that the organisation ensures that it is always consistent when applying policies, procedures, and interventions on issues about organisational justice (Alcover et al., 2017). When employees perceive their organisation to be fair and just, their views of the organisation are enhanced (Alcover et al., 2017).

Employees commit to the organisation when they perceive justice in the workplace (Biswas & Kapil, 2017). The organisation's management should apply themselves diligently and consistently concerning matters of organisational justice (Biswas & Kapil, 2017). Failure by the organisation's management to observe consistency on matters of organisational justice will likely bring discontentment to the organisation's employees (Karkoulia et al., 2016). Biswas and Kapil (2017) suggest that there an organisation can benefit hugely when employees trust the organisation's commitment to justice. Employees' perceptions of justice enhance their performance, which is vital for the organisation's productivity objectives (Mitonga-Monga & Hoole, 2018).

Kurtessis et al. (2017) concur with Biswas and Kapil (2017), and state organisations should commit to justice in the workplace. Akram et al. (2016) claim that employer's benefit when they create an environment that values and supports the employees. Employees who feel valued contribute positively to the organisation's success (Kurtessis et al., 2017). Pignata et al. (2016) concur, mentioning that employees' perceptions of organisational justice will afford an organisation competitive advantage in the industry.

Afsar and Masood (2018) suggest that when employees perceive organisational justice at their workplace, employees will be motivated to perform in a manner that benefits their organisation. Afsar and Masood (2018) further state that when employees perceive organisational justice, they engage in positive behaviour towards their organisation. Perceptions of organisational justice within the organisation help the organisation to improve on their internal business processes, as employees will apply themselves positively at their workplace (Park, 2018). When employees make concerted effort on executing their duties and responsibilities at work, the organisation benefits in terms of profitability (Park, 2018).

### **2.1.1 Organisational justice definition**

Park (2018) characterises organisational justice as a vital contributing factor to employee motivation. When employees perceive that the employer applies organisational justice firmly, they become more motivated (Jakopec & Susanj, 2014).

Parker (2018) states that upholding organisational justice in an organisation has a great part to play in as far as employee motivation is concerned. Jakopec and Susanj (2014) declare that organisations should always uphold principles of organisational justice. Employees often cite organisational injustices at their exit interviews as one of the main reasons for their decision to leave the organisation.

Organisational justice has four dimensions (Colquitt et al., 2017), namely distributive, procedural, interpersonal, and informational. The dimensions relate to the influence that they have on pay, rewards, evaluations, promotions, and job assignments (Momeni et al., 2014). Distributive justice relates to outcomes of the pay, while procedural justice relates to the method used to decide on the pay (Colquitt et al., 2017). Interpersonal justice involves interactional methods used during the decision-making phase, while informational justice refers to explanations offered on decisions arrived at during consultations relating to pay (Momeni et al., 2014).

While varied opinions have been expressed on whether organisational justice constitutes informational and interactional justice mainly, Colquitt et al. (2017) states that the three main types of organisational justice are distributive, procedural, and interactional justice. Employees who perceive distributive, procedural and interactional injustices in their workplace often become disengaged, both at work and outside of work (Parker, 2018).

Organisational management should observe consistency when applying procedural justice, distributive justice, interactional justice, and informational justice, as this will benefit the organisation (Parker, 2018). Colquitt et al. (2017) state that to ensure procedural justice, organisational processes should be applied in the same manner in similar situations across all employees. Human Resources managers should apply the same processes when engaging in recruitment and selection, and when conducting grievance hearings and disciplinary hearings, to mention a few of the organisational processes that HR managers administer (Ouyang et al., 2015).

Parker (2018) proposes that for distributive justice, HR managers should be consistent with just rewards commensurate with employee inputs into internal business processes. Employees that contribute equally to the organisation's internal

business processes should be rewarded proportionally the same, except where differences exist owing to factors such as seniority, qualifications, and competency (Ouyang et al., 2015).

Interactional justice should be observed in the organisation, whilst playing a major role instilling a sense of belongingness amongst employees within the organisation (Bessant, 2016). When employees perceive that they are part of the organisation, then the organisation will benefit, as employees will perform to the best of their abilities. Colquitt et al. (2017) concur with Methot et al. (2017), saying that interactional justice gives employees dignity if management ensures interactional justice across the organisation, Employees perceive interactional justice when effective communication is prioritised consistently throughout the organisation, using its established communication channels (Parker, 2018). Through their management, organisations should ensure that every employee is treated with dignity and respect (Methot et al., 2017).

Fairness and consistency in decision making procedures is important for organisations that focus on keeping employees engaged in their tasks in the workplace (Colquitt et al., 2017; Abstein & Spieth, 2014). Employees become more engaged with their tasks and jobs, and hence the organisation, when they perceive justice in the workplace (Bessant, 2016). Methot et al. (2017) mention distributive justice as the perception of impartiality in terms of how resources are distributed to employees within the organisation. Exercising fairness when distributing resources to employees centres mainly around issues of salaries, promotions, succession, selection and benefits (Abstein & Spieth, 2014). Chen et al. (2015) concur with Methot et al. (2017), claiming that procedural justice refers to the impartiality of processes regarding the organisation's decision-making. Fairness in the organisation's decision-making processes has a positive bearing on workplace behaviour that promotes productivity, which eventually results in the organisation's profitability (Colquitt et al., 2017). There is a positive correlation between the organisation's high productivity and the success rate of employee retention efforts on the part of the organisation's HR management (Abstein & Spieth, 2014).

Moliner et al's (2017) research findings agree with previous research on justice, which prescribe that perceptions of organisational justice have a positive bearing on resultant employees' behaviours and attitudes. Positive behaviours and attitudes towards work within an organisation emanate in objectives being achieved and profitability enhanced (Dundar & Tabancali, 2012). High profitability rates will allow organisations to curb high employee turnover in the industries (Chen et al., 2015).

### 2.1.2 Model of organisational justice

The organisational justice (OJQ) model, which Colquitt (2001) developed, was used for this research. Organisational justice mainly comprises distributive justice, procedural justice, interactional justice, and informational justice. Distributive justice occurs when employees perceive fairness of outcomes and loosely relates it to the fairness of equal pay for equal work (Silva & Caetano, 2014). Procedural justice anchors on how fair the processes are that are used to determine the outcomes, which they perceive (Kerwin et al., 2015). The degree to which employees perceive fairness in terms of being treated with dignity and respect in the workplace is important for an organisation's management, striving to establish interactional justice in the workplace (Karkoulian et al., 2016). Informational justice refers to the provision of an adequate explanation and rationale for the decisions that management make (Akram et al., 2016).

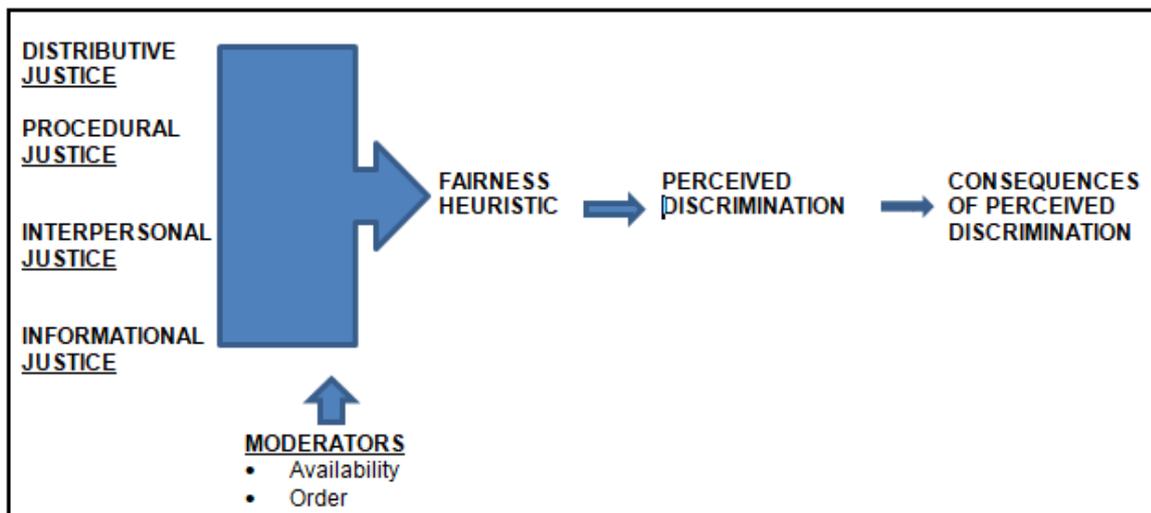


Figure 2.1: Model of organisational justice (Colquitt & Zipay, 2015)

## 2.2 RELEVANT RESEARCH IN ORGANISATIONAL JUSTICE

Methot et al. (2017) suggest that there is a positive relationship between perceptions of organisational justice and successful outcomes of an organisation's employee retention strategies. Employees are more willing to stay with the organisation when they trust management's efforts, especially those of HR management to maintain and sustain organisational justice.

Alcover et al. (2017) agree with Methot et al. (2017), asserting that employee perceptions of organisational justice notably influence job satisfaction, employee engagement, and organisational commitment. Job satisfaction enhances employee performance and when the employees are engaged at work, they produce quality work in return (Raykov, 2014). With employees engaging in quality work input in the internal business processes, the organisation will have a competitive advantage within its respective market. An organisation that has a competitive advantage in the industry will have a positive influence on employees' organisational commitment (Methot et al., 2017; Mitonga-Monga & Hoole, 2018).

Biswas and Kapil (2017) posit that when employees perceive procedural, distributive, and interactional injustices, the resultant behaviours, and attitudes that employees display will be detrimental to the organisation's strategy and objectives to ensure high productivity and eventual profitability. Negativity, if allowed to creep into the employees' behaviours and attitudes when perceptions of organisational injustices prevail, may result in the organisation suffering (Raykov, 2014). When an organisation does not do well in business, a ripple effect results in the industry which then also suffers the effects of its affiliate.

Afsar and Masood (2018) state the importance of having a dedicated management team that strives to ensure that organisational justice is observed in the organisation at all times. Research by Kerwin et al. (2015) concurs with Jakopec and Susanj (2014) in terms of the effects of employees' perceptions of organisational justice on the organisation that result in the desired organisational outcomes. Every organisation will likely do well when employees perceive organisational justice. Kurtessis et al. (2017) agree with Afsar and Masood's (2018) research findings,

which state that organisational justice perceptions and employees' ensuing behaviours and attitudes are associated with the organisation's work outcomes. Clercq et al. (2014) state employees should not perceive organisational injustices. Organisational injustices and its impact on employees have undesirable consequences such as challenges of managing employee retention (Kurtessis et al., 2017).

A study by Kerwin et al. (2015) reported that a positive relationship exists between organisational justice and organisational effectiveness. Where employees perceive organisational justice, the organisation is effective (Clercq et al., 2014). For the organisation to do well in terms of sustaining itself within the industry, it is important that the organisation periodically assesses its effectiveness. The organisation's effectiveness relates positively to the perceptions of organisational justice amongst employees (Methot et al., 2017). According to Mitonga-Mong and Hoole (2018), if employees perceive their organisation to be fair and just, it will motivate them to be loyal, as well as dedicated to the organisation's strategic goals. Afsar and Masood (2018) propose that an organisation should promote organisational justice, as employee perceptions of organisational justice, would benefit the organisation. Employees who perceive organisational justice in the workplace are motivated and perform much better than employees who experience organisational injustice and who might react negatively, to the organisation's detriment (Raykov, 2014).

However, Rupp et al. (2017) do not entirely agree with the previous research findings on organisational justice cited above. Rupp et al. (2017) argue that existing approaches to measuring organisational justice perceptions often fail to fully detail the organisational justice domain, and that future research should review the conceptualisation of organisational justice. Rupp et al. (2017) encourage future research to explore alternatives to measure organisational justice beyond the present paradigm constraints.

Contrary to Rupp et al. (2017), Oosthuizen et al. (2018) concur with previous literature findings on organisational justice mentioned above. Oosthuizen et al. (2018) postulate perceptions of organisational justice have a positive effect on work engagement. Work engagement relates positively to high levels of organisational

productivity (Gelens et al., 2013). The primary factor that helps with retention of employees and enabling employee engagement is the organisation's commitment to justice within the workplace (Methot et al., 2017). An organisation's management and its HR management, amongst its other roles, should ensure their total commitment to organisational justice. Here, the primary focus should be on procedural, distributive, and interactional fairness (Parker, 2018). Organisational management and HR management should ensure commitment to organisational justice with a focus on commensurate remuneration, disciplinary processes, and non-biased opportunities for promotion (Raykov, 2014). Organisational management and HR management should also ensure the existence of properly acceptable working arrangements, good ergonomics, and fair succession planning processes (Chung-Hsuan & Ting-Ya, 2017). The organisation's management and HR management should commit to monitoring and addressing employees' motivation levels by checking for possible employee disengagement caused by frustrations owing to organisational injustices (Kasa & Hassan, 2017).

## **2.3 FACTORS INFLUENCING ORGANISATIONAL JUSTICE**

The following sections discuss factors, namely age, gender, job level, and tenure, which may influence organisational justice in the workplace.

### **2.3.1 Age**

Concerning the age variable, Khiavi et al. (2016) claim that age does not appear to influence perceived organisational justice amongst employees. All employees feel dignified when they perceive that management is committed to organisation justice. However, Alcover et al. (2017) state that in some diverse workstations, certain age groups may perceive unfair and unjust treatment. Findings by Chen and Wen (2016) propose that older workers perceive more justice in an organisation than their younger counterparts. Methot et al. (2017) concur with Khiavi et al. (2016) in this regard, saying that young employees may perceive justice in the organisation the same way as their older counterparts. Zhu (2016), however, mentions that employees in the formation stage of career development focus instead on enhancing their employability, and may hence not focus as much on organisational justice.

Khan et al. (2020) state the performances of older employees are not likely affected by perceptions of organisational injustice compared to younger employees. Perceptions of organisational injustice are likely to affect the performance of younger employees owing to less experience, emotional stability, and low cognitive ability to handle stressors compared to older employees (Khan et al., 2020).

### **2.3.2 Gender**

Previous researchers have identified gender as a factor that may influence employee perceptions of organisational justice (Cohen, 2016; Ng, Lam & Feldman, 2016). Cohen (2016) states that expectations are high for female employees based on the value that they attach to communal relations and are hence likely to perceive justice more so than their male counterparts. However, these expectations are not supported empirically (Young & Steelman, 2016). Yeh and Hsieh (2017) concur with Young and Steelman (2016), saying that there is a weak or no correlation between gender and perceptions of organisational justice. Ng et al. (2016) found no gender differences in terms of justice perceptions in the workplace in this respect. Bowling and Burns (2015), however, found that male employees were relatively more likely to perceive organisational injustice than their female counterparts. Male and female employees' perceptions of justice differed mainly as a result of personality characteristics and perceived high levels of job stressors (Bowling & Burns, 2015).

### **2.3.3 Experience in different companies**

Concerning employees' experience at other companies, Khan et al. (2016) suggest that there is no significant difference in justice perceptions between much travelled employees and those that have only worked for one or fewer companies. Employees with more working experience at different companies may have slightly more perceptions of justice than those who have worked for fewer organisations owing to exposure to different styles of organisational management (Vorina et al., 2017). Mai et al. (2016) posit that employees who have worked for one or a few organisations tend to display distaste for management leadership styles and such an orientation may predict a tendency to perceive injustice in the workplace. Khan et al. (2016) state that employees with more working experience at different companies tend to

earn higher wages, on average, and may perceive organisational justice more so than their counterparts who have less experience working at other companies and who often earn less. Redman and Snape (2016) and Spreitzer et al. (2017), however, state that there is no significant differences between perceptions of justice amongst much travelled employees and those that have only worked for one or a few companies.

#### **2.3.4 Tenure**

Concerning the tenure variable, Methot et al. (2017) suggest that employees with a longer tenure have a more realistic view of their organisation. When employees with more tenure perceive injustice, they will likely discontinue or reduce their input in the organisation (Methot et al., 2017). Kooij et al. (2018) suggest that tenure varies justice perceptions slightly amongst employees depending on their remaining time and opportunities that they perceived themselves as having missed in their occupational life. Kooij et al. (2018) concur with Weikamp and Göritz (2016), mentioning that employees' future occupational opportunities influence their perceptions of organisational justice. Employees with a longer tenure will likely perceive organisational justice more so than employees with a shorter tenure (Vorina et al., 2017). Weikamp and Göritz (2016) found that employees with a shorter tenure place more emphasis on enhancing their knowledge and will likely perceive organisational injustice when they do not feel that management supports them. Gupta and Singh (2018) state that employees' tenure has a significant influence on perceptions of justice and that tenure has a significant influence on justice perceptions amongst newer employees and more tenured employees.

### **2.4 CONCEPTUALISATION OF EMPLOYEE MOTIVATION**

This section explores conceptualisation of employee motivation from a theoretical perspective. Literature was reviewed, covering all those factors that impact employee motivation. The conceptualisation of employee motivation and job satisfaction factors are discussed, using appropriate models for these, whilst also focussing on the HRM role in employee retention and employee motivation.

### **2.4.1 Employee motivation definition**

Singh (2016) explains employee motivation as the stimulus or driving force that keeps employees both mentally and physically engaged at work. Organisations need motivated employees to thrive and be successful. There is a positive correlation between employee motivation and the resultant productivity of organisations (Singh, 2016). HRM in organisations should focus on ensuring that employees are motivated. When management prioritises the motivation of employees, organisations often achieve high productivity levels (Parker, 2018).

Employee motivation, according to Karasek et al. (1998), measures employee contentment with the job's psychological, decision, social and physical demands, as well as job insecurity factors. Employees can produce or offer services on behalf of the company for customers when they are satisfied with their jobs (Aslam et al., 2018). HRM should ensure that they have motivated employees at work, should their respective organisations want to remain competitive and have an advantage over their competitors (Jindal et al., 2017). Aslam et al. (2018) state motivated employees are comparatively better productively than less motivated employees.

Chang and Teng (2017) describe employee motivation as the predisposition and desire of an employee to meet specific individual objectives and to individually align him/herself with the organisation's goals. Chang and Teng (2017) agree with Karasek et al's. (1998) earlier definition of employee motivation. Employees' contentment with their job demands and their willingness to achieve the organisation's goals, are important for an organisation (Jindal et al., 2017).

### **2.4.2 Motivation dimensions**

This section presents the intrinsic, extrinsic and motivation theory dimensions.

#### 2.4.2.1 *Intrinsic motivation*

Presbitero (2017) defines intrinsic motivation as behaviour that is driven by internal rewards. The motivation to engage in behaviour arises from within the individual because it is naturally satisfying to that individual. Aslam et al. (2018) further define intrinsic motivation as motivation that stems from a distinct human need for continuous feelings of competence and self-determination. Such feelings are experienced when individuals are successful in handling self-selected challenges (Rao, 2017). When external rewards are not expected after a task, can individuals feel competent once they have accomplished the task (Sinha & Trivedi, 2014)? According to Tucker (2017), sincere intrinsic motivation comes from within an individual and is free from outside pressures.

#### 2.4.2.2 *Extrinsic motivation*

Tladinyane et al. (2016) state extrinsic motivation involves engaging in behaviour to earn external rewards or to avoid punishment. Extrinsically motivated individuals are driven by tangible rewards such as payment in cash in return for desirable work behaviour (Aslam et al., 2018). Nimon et al. (2016) describe extrinsic motivation, in contrast to intrinsic motivation, as a pale and impoverished type of motivation.

#### 2.4.2.3 *Motivation theory*

Shirin and Kleyn (2017) and Mishra et al. (2015) state that from the onset of human organisations' establishment, various theorists have tried to find what it is that motivates people to work. Different approaches of motivating people to work resulted in several theories concerning motivation (Mmako & Schultz, 2016; Khattak et al., 2017). Some of the most important theories of motivation, according to Cheng and Chang (2019), are as follows: 1. Maslow's Hierarchy of Needs Theory; 2. Herzberg's Motivation Hygiene Theory; 3. McClelland's Needs Theory; 4. McGregor's Participation Theory; 5. Urwick's Theory; 6. Argyris's Theory; 7. Vroom's Expectancy Theory; and 8. Porter and Lawler's Expectancy Theory.

Maslow's Hierarchy of Needs Theory and Vroom's Expectancy Theory are discussed below.

### 2.4.3 Theory of motivation

#### 2.4.3.1 Maslow's hierarchy of needs theory



Figure 2.2: Maslow's Hierarchy of Needs Model (Luthans, 2011)

According to Colquitt et al. (2017), Maslow's hierarchy of needs illustrates that human beings have needs that they yearn for to be satisfied. The needs at the base are physiological and needs at the top are self-actualisation. These are ranked from primary or basic needs to secondary needs, namely physiological, safety, social, self-esteem and self-actualisation needs (Chung-Hsuan & Ting-Ya, 2017). Choi, Tran, and Park (2015) categorise Maslow's hierarchy of needs as either deficiency needs or growth needs. The deficiency needs are the basic needs, that is, the physiological and safety needs, whilst the self-esteem and self-actualisation needs are referred to as the growth needs (Colquitt et al., 2017).

Maslow's hierarchy of needs shows that a deficit of a need motivates an individual, and once that need has been satisfied, the need ceases to motivate the person

(Caplan, 2014). According to Maslow's hierarchy of needs, once a need has been satisfied, the next need in the hierarchy's order will start motivating. If the lower needs on the hierarchy of needs are not satisfied, the human being will not be able to move on to satisfy his/her next level of needs (Bhuvanaiah & Raya, 2015).

Maslow's hierarchy of needs is applicable in the work context of employees as much as it is applicable in the peoples' social life.

#### 2.4.3.2 *Maslow's law: hierarchy of needs in a work context*

In a work environment, employees' have needs, which, when satisfied, they can operate optimally at their various workstations. If those basic needs are not satisfied at work, employees will remain hinged at the same place and will not fully apply themselves at work. At the base of Maslow's hierarchy of needs are physiological needs, which in a work context will compare to cafeterias (Barros et al., 2015). Cafeterias offer physiological needs in a workplace for employees as a source for food and beverages. Employees' frustrations owing to a lack of the workplace offering to meet their physiological needs could result in employees disengaging at work.

Employees' security needs in the workplace, according to Auh et al. (2016), could be explained in three categories, namely economic, physiological, and physical factors. The economic factors of the security needs of employees at work include wages and salaries, medical and retirement benefits, and other fringe benefits (Auh et al., 2016). In terms of employees' security needs, the physiological factors of these include the provision of job descriptions, avoidance of sudden changes, and solutions to employees' problems by the organisation's management (Choi et al., 2015). Favourable working conditions, heating, and ventilation of workplaces, as well as reasonable allocation of rest periods for employees, constitute the physical factors of employees' security needs in a work context (Barros et al., 2015).

According to Maslow's hierarchy of needs in a work context, social needs are best described as the need to belong (Bhuvanaiah & Raya, 2015). Organisations should promote social interaction amongst employees and allow them the right to belong to

their choice of trade union affiliation. The organisation's management should also facilitate off-work premise social activities for employees (Colquitt et al., 2017). They should create a team spirit amongst employees so that they are motivated to play their part for the organisation's overall enhancement (Caplan, 2014). Organisations should allow employees to participate in work related initiatives that assist to boost their appreciation for diversity amongst employees, whilst boosting productivity levels.

In respect of employees' self-esteem needs, Maslow likens these needs to the organisation designing challenging jobs for its employees (Albrecht et al., 2018). Caplan (2014) suggests that the designing of jobs should come with the acknowledgement of employees' efforts through praise and rewards. Providing training and delegating responsibilities to employees are part of contributing to self-esteem in the work context, according to Maslow's hierarchy of needs model (Albrecht et al., 2018). Participation encouragement is also mentioned as part of self-esteem needs in a workplace.

Lastly, self-actualisation is at the top of the Maslow's hierarchy of needs model. Shukla et al. (2015) state that Maslow's suggestion of providing employees with challenging work and encouraging them to be creative in the workplace, explains the self-actualisation need. Self-actualisation in a workplace can only be achieved by providing sufficient training to employees to encourage them to think outside the box and to become more focused on problem-solving skills (Shukla et al., 2015).

However, Maslow states that when awarding bonuses to employees, there should be clarity on why bonuses are paid (Rianaa & Wirasedanaa, 2016). A lack of clarity on defining bonuses, which are awarded in the vein of praising employees for goals met, might work negatively to motivate employees (Bhuvanaiah & Raya, 2015). Maslow states that a bonus that is perceived by employees as merely part of wages, will not motivate employees.

The primary reason for seeking employment is to attain financial stability in face of financial constraints that plague job seekers (Aslam et al., 2018). If an organisation pays its employees fairly, the employees will likely be able to manage their financial

obligations and the employees will likely commit to the organisation (Rianaa & Wirasedanaa, 2016). Organisations that commit to retaining their employees will achieve this objective if they work on their compensation systems to be market related, according to Victor and Hoole (2017). Organisations should strive for internal equity of salaries that employees accept through perceiving and implementing the 'equal pay for equal work' concept (Victor & Hoole, 2017).

Maslow's law states that once a need has been satisfied, the satisfied need will cease to motivate (Mitonga-Monga et al., 2016). Motivation, according to Colquitt et al. (2017), is derived from both extrinsic and intrinsic rewards. Extrinsic rewards are tangible and visible to others, whereas intrinsic rewards are internally generated (Qiao & Li, 2016). Salary is a good example of extrinsic rewards, while feelings of responsibility, accomplishment, and achievement, best summarise intrinsic rewards for employees (Qiao & Li, 2016). According Maslow's law, an employee's need such as a big salary will cease to motivate when satisfied, so organisations do better when they focus on granting intrinsic rewards to employees. Organisations that need to retain employees will thus have to keep addressing the job context and job content, according to employees' expectations (Shirin & Kleyn, 2017).

### 2.4.3.3 Vroom's expectancy motivation theory

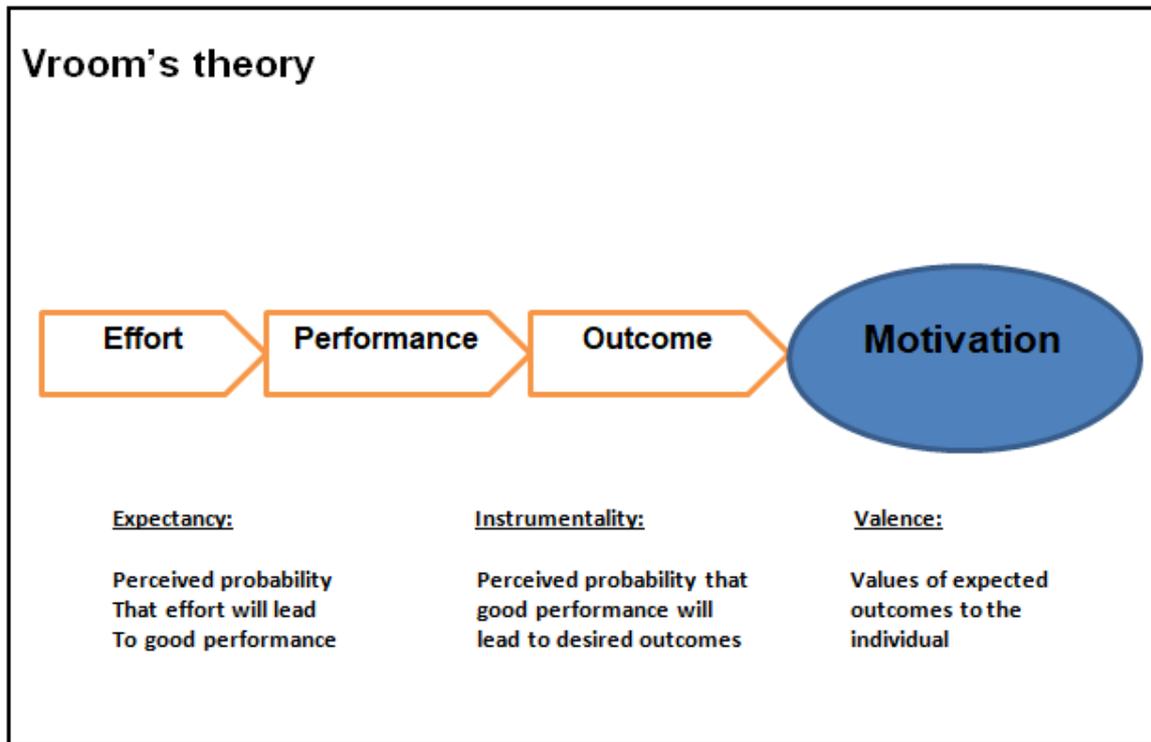


Figure 2.3: Vroom's Expectancy theory model (Luthans, 2011)

Vroom's expectancy theory does not cluster together factors, which are pertinent to employee motivation, unlike Maslow's hierarchy of needs model, whose focus is on employees' various needs that motivate employees to fulfil these needs (Anand et al., 2016). Vroom's expectancy theory considers three factors individually, namely effort, performance, and outcome. Vroom describes the effort in expectancy theory as being distinctively not the same as the one arising from the employee's motivation.

According to Anand et al. (2016), Vrooms' expectancy theory suggests that the employee's skills, knowledge, experience, abilities, and personality determine the resultant motivation in a workplace. Employee motivation is a sum of employees' effort, performance, and outcome, according to Vroom's expectancy theory (Duli, 2016). Vroom explains that employee motivation is a result of the conscious choices that employees make for the core purpose of deriving maximum pleasure, whilst curtailing discomfort (Duli, 2016).

The conviction amongst employees that a positive relationship exists between increased effort and increased performance, while working harder makes resultant work outputs better, summarises the expectancy theory (Al-Bawaliz et al., 2015). It is imperative for an organisation to equip employees with the necessary resources, skills for the job, and to ensure that employees are regularly trained (Chung-Hsuan & Ting-Ya, 2017).

Al-Bawaliz et al. (2015) state that in a work context, Vroom's expectancy theory is more about the employees' value that they attach to expected outcomes and how their efforts connect to anticipated results or outcomes at work. Employees, according to Vroom's expectancy theory, are not egocentric about receiving rewards; instead, they focus on resultant outcomes from their collective efforts (Guan et al., 2017).

In a work context, Vroom's theory and Maslow's hierarchy of needs model assist with investigating and exploring ways of motivating employees. Maslow's hierarchy of needs model describes the different levels of motivating employees (Parker, 2018). Vroom's expectancy theory supports Maslow's model by determining whether employees are motivated by the outcomes of their expectations and experiences (Guan et al., 2018).

#### 2.4.3.4 *Vroom's expectancy theory in a work context*

Vroom's expectancy theory claims that employees are motivated when they perceive organisational rewards, subject to the level of performance that they put in at work (Boonratana & Gharlegghi, 2015). According to Vroom's expectancy theory, employees are motivated to know that their efforts have a direct positive co-relationship on job performance (Fourie & Poggenpoel, 2017). If employees put more effort into their work, which results in yielding better job performance, employees will be motivated, according to Vroom's expectancy theory.

Aslam et al. (2018) state that employees who do not see the relationship between an increased effort at work and increased job performance will not be motivated, according to Vroom's expectancy theory. If an increase in the performance of

employees does not yield an increase in rewards, or when employees do not value the rewards on offer, they will not be motivated at work (Boonratana & Gharleghi, 2015).

Application of Vroom's expectancy theory in organisations is to allow management to improve the outcomes for employees, according to their efforts in the organisation's internal business processes (Parker, 2018). Organisations' management should investigate, which rewards are applicable in the work context and, which employees will appreciate most (Aslam et al., 2018). To enhance the performance of employees that will be important to the organisation's objective of achieving high productivity levels, the organisation's management should prioritise regular training and re-skilling for employees (Chung-Hsuan & Ting-Ya, 2017). Trained employees are better equipped to meet the organisation's productivity targets (Chung-Hsuan & Ting-Ya, 2017). Employees who lack relevant knowledge and skills to perform at the highest levels of their abilities will impact negatively on the organisation's business objectives (Fourie & Poggenpoel, 2017).

## **2.5 RELEVANT RESEARCH IN EMPLOYEE MOTIVATION**

Previous research on employee motivation by Victor and Hoole (2017) notes that demotivated and dissatisfied employees will tend to apply themselves less at work. Low levels of engagement at work can have a huge negative impact on the performance of the organisation (Albercht et al., 2015). Conversely, when the organisation supports employees in terms of necessary resources that they need to execute their work, employees will be engaged and more motivated to deliver accordingly at their respective workstations (Vilnai-Yavetz & Levina, 2018).

When employees are motivated, the organisation stands a greater chance of achieving its business objectives through high production levels, which boost profitability (Aslam et al., 2018). An organisation should ensure that employees are sufficiently equipped with all required tools to enable them to apply themselves both diligently and efficiently at work. Methot et al. (2017) claim that the combination of both intrinsic and the extrinsic factors motivate employees at work.

Gallup (2016) concurs with previous studies on employee motivation when he asserts that employees that are motivated, are a great asset to an organisation. Motivated employees become effective and efficient at work, as they are psychologically invested and focussed on adding value to the organisation's internal business processes (Gallup, 2016). Gallup (2016) describes motivated employees as those who speak well about their organisation, which is an important aspect to aid the organisation by projecting a good image for its stakeholders. An organisation that depicts a good image will attract business and enjoy a competitive advantage in the industry. Organisations can do better by portraying a good image if its turnaround strategy objectives are to be achieved.

Previous research by Kazimoto (2016) indicates that motivated employees yield higher levels of profitability when compared to less motivated employees. Kazimoto (2016) proffers that motivated employees are likely to exhibit higher levels of job satisfaction. Motivated employees are likely to be more productive than lesser satisfied employees. It is important for the organisation to regularly evaluate employee motivation levels, should the organisation wish to meet its productivity, and by extension, profitability objectives.

Maia et al. (2016) estimate an increase of twenty-one percent (21%) in organisational profitability when employee motivation levels are high in an organisation. Albercht et al. (2015) mention that it is imperative for organisation focusing on improving their profitability levels to prioritise employee-oriented management. An employee-oriented management strives to ensure high employee motivation levels (Albercht et al., 2015). Organisations require an increase in profitability to remain sustainable in business.

Motivated employees are engaged employees (Hernandez & Guarana, 2018). Kang and Sung (2017) state several factors may contribute to poor levels of employee engagement. According to Hernandez and Guarana (2018), factors such as ineffective communication within an organisation, a non-conducive working environment, and ineffective leadership styles could have a huge bearing on demotivation amongst employees. An organisation that intends to increase its

profitability will improve when it has motivated its employees (Chung-Hsuan & Ting-Ya, 2017).

Kang and Sung (2017) suggest that organisations can sustain their businesses amidst the threat of competition from foreign markets when management focuses on improving their internal business processes. The internal business processes' success is largely subject to employee motivation levels amongst employees in the organisation (Kanfer et al, 2017). Wellins et al. (2017) agree with Kanfer et al. (2017), saying that motivated employees are engaged at work and add value to the organisation's profitability objectives.

Wellins et al. (2017) highlight the importance of ensuring high levels of employee motivation, as this is a priority to an organisation that intends to increase its profitability. Effective management of employee engagement levels is important to boost the organisation's productivity levels, which result in high profitability (Wellins, et al., 2017).

An organisation's management and HRM should treat all employees fairly to manage the retention of employees (Rasdi & Chen, 2018). Retention of employees is vital to curb high employee turnover rates that affect an organisation's high productivity levels. Organisations stand a greater chance of retaining motivated employees (Bailey et al., 2017). Employees with perceptions of organisational justice are motivated, making a reduction in high permanent employees' turnover achievable, as management focuses on improving employee motivation in the organisation (Bailey et al., 2017).

Maia et al. (2016) claim organisations that ensure that employees have personal attachment to the organisation perform competitively better in the industry. Organisations that meet the objective of retaining employees often assist employees to realise their individual developmental goals (Maia et al., 2016). Employees who realise their individual developmental goals often align their goals to the organisation's strategic goals (Kumar et al., 2018). The congruence of individual goals with the organisational strategic goals is important to increase the organisation's productivity.

Lack of a proper employee retention strategy within an organisation will lead to a high employee turnover (Tucker, 2017). A high employee turnover is both disruptive to the organisation's internal business processes, while also costly for HRM (Tucker, 2017). High employee turnover requires frequent training and development for incoming personnel (Bornman & Puth, 2017). New employees that are trained owing to high employee turnover rates might as well not stay long with the organisation. Bornman and Puth (2017) suggest that high employee turnover gives rise to unnecessary training costs for the organisation.

Pandita and Ray (2018) argue that less focus on the retention of employees discourage employee performance and de-motivate employees. Demotivation affects the organisational performance of employees and organisations incur poor human resource utilisation owing to disengaged employees (Pandita & Ray, 2018). Employee retention is, therefore, fundamental in business management if an organisation should have a competitive advantage over its competitors (Kumar et al., 2018).

## **2.6 FACTORS INFLUENCING EMPLOYEE MOTIVATION**

The section below discusses demographical variables, namely age, gender, job level, and tenure's influence on employee motivation.

### **2.6.1 Age**

Rasdi and Chen (2018) argue that younger employees might be more difficult to motivate than their older peers. Generation X, according to Colquitt et al. (2017), are those who were born between 1965 and 1980 and have low needs for group affiliation. Generation X has high ambitions for individual achievement and the best way to manage the influence of the age factor in terms of employee motivation, is to carefully construct rewards and performance measures (Hoole & Bonnema, 2015).

According to Alcover et al. (2017) and Kurtessis et al. (2017), employees' age is a factor that influences motivation levels. Alcover et al. (2017) and Kurtessis et al. (2017) provide empirical evidence, which proves that motivation derived from

extrinsic rewards decreases with age. Motivation from intrinsic rewards, increase with age according to empirical evidence provided for by Twenge and Donnelly (2016); Jonck et al. (2017).

Hoole and Bonnema (2015) postulate the younger generation is more concerned with amassing wealth than the older generation. Older generation employees are likely to be more concerned with job security factors than extrinsic rewards (Krahn & Galambos, 2014). Kuvaas et al. (2017) state job security factors mostly comprise intrinsic rewards. Younger generation employees will be working to buy their first properties and cars, and to be able to buy these and start a family, extrinsic rewards hence motivate the younger generation more so than the older generation.

Age differences at work often influence motivation derived from job-related abilities and expertise (Alcover et al., 2017; Khan et al., 2020). Young employees are motivated more by on-the-job learning and training opportunities than older workers (Twenge & Donnelly, 2016). Jonck et al. (2017) state that management's efforts to uphold the organisational culture motivates older employees more than younger employees. The need for autonomy is more pronounced in older employees, compared to their younger peers (Kurtessis et al., 2017).

### **2.6.2 Gender**

According to Hunt and Saul (2017), male employees are motivated more by age than tenure, while female employees are inversely motivated by age and tenure variables. The said authors argue that stereotyping gender needs influence motivation amongst male and female employees. Male employees are motivated by masculine needs such as economic success, autonomy, and achievement. Significant motivation factors amongst male employees include high earnings, possibility to use skills, challenging work, freedom, and advancement (Hunt & Saul, 2017).

Stereotypical feminine needs such as fulfilment of family needs and obligation to ensure the quality of their family life have an influence on female employees' motivation levels, according to Hitka et al. (2018). Female employees are motivated by healthy interpersonal relationships at work, job security, fringe benefits, and a

pleasant working environment (Hitka et al., 2018). However, Hitka et al. (2015) mention that a smaller percentage of male employees are as equally motivated by feminine motivation factors as their female counterparts. Hitka et al. (2015) further argue that certain female employees project masculine characteristics by being motivated by opportunities for advancement and high earnings.

Having time for personal life is more significant as a motivational factor for both male and female employees (Menges et al., 2017). According to Menges et al. (2017), a work environment that promotes co-operation has a positive influence on both male and female employees' motivation levels.

### **2.6.3 Experience in different companies**

Ratnawati et al. (2020) proffer that there are no significant differences amongst employee motivation levels in terms of their different working experiences at different companies. Employees with more experience at different organisations are better at managing good interpersonal relations than employees who have less experience at other companies by virtue of having had exposure to more diversified work teams (Ratnawati et al., 2020). The reasons for differences in motivation levels owing to experiences at different organisations are not clear; however, experienced employees may have better opportunities for alternative employment owing to their vast experience acquired from different organisations (Pangastuti et al., 2020).

### **2.6.4 Tenure**

Employees with more organisational tenure are more motivated than employees with less organisational tenure (Kim, 2018). However, Raghavan and Janardhanan (2019) state that organisations should give special refresher training and lucrative incentives to the more tenured employees to keep them motivated. Relative organisational tenure has a significant impact on employee motivation, but not burnout (Kim, 2018). Raghavan and Janardhanan (2019) also mention that relative organisational tenure has a negative impact on subordinates' motivation levels, but not leaders.

Hunt and Saul (2017) found a direct relationship between the length of service and motivation. This implies that tenured employees are likely to be motivated (Hunt and Saul, 2017). A study by Gupta and Singh (2018) found that tenured employees tend to be more motivated than their peers with less tenure, as they have come to terms with their job descriptions. A study by Ryba (2020) reports employees' tenure has a significant influence on employees' motivation levels. Gupta and Singh's (2018) study found significant differences between tenure and motivation.

## **2.7 CHAPTER SUMMARY**

The chapter conceptualised the organisational justice and employee motivation constructs and provided organisational justice and employee motivation definitions. It also detailed relevant research on organisational justice and employee motivation and explained factors that influence organisational justice in a work context.

The chapter outlined employee motivation theories by expounding on Maslow's hierarchy of needs model and Vroom's theory of motivation model as supporting means. It further discussed, using relevant literature, the influence of age, gender, experience at different companies, and tenure on employees' motivation levels.

## **CHAPTER 3: ORGANISATIONAL COMMITMENT**

This chapter begins with the conceptualisation of organisational commitment, followed by organisational commitment models, as well as factors that influence organisational commitment. This chapter follows a review of relevant literature and previous research on organisational commitment, which was presented in the previous chapter.

### **3.1 CONCEPTUALISATION OF ORGANISATIONAL COMMITMENT**

This section details conceptualisation of the concept of organisational commitment from a theoretical perspective, using reviewed literature of all factors that have an impact on organisational commitment. The section presents organisational commitment factors to conceptualise the construct from a theoretical perspective, using appropriate models. The HRM role to promote organisational commitment, is also discussed.

#### **3.1.1 Organisational commitment definition**

Khan and Jan (2015) define organisational commitment as the resolute dedication or devotion by employees to stand by their organisation against a backdrop of lucrative employment offers from other organisations. The more employees commit to their organisation, the higher the quality of the organisation's internal business processes and image (Lau et al., 2015). Employees' organisational commitment is vital to an organisation's efforts to sustain competitive advantage within its industry (Deem et al., 2015).

Organisational commitment denotes employees' emotional attachment to the organisation (affective commitment), having a sense of obligation to the organisation (continuance commitment) or concerns about the perceived cost of leaving the organisation (normative commitment) (Meyer & Allen, 1997; Qureshi et al., 2017). Organisational commitment, according to Meyer and Allen (1997), measures the following three key elements, namely: affective or moral (AC); continuance or calculative (CC); and normative and attitudinal or behavioural (NC). Alienative

commitment is another type of commitment that Ajala (2016) mentions. Affective or moral commitment is when employees are emotionally involved and feel responsible for their organisation's success. According to Coetzee and Stoltz (2015), continuance or calculative commitment is based on employees' expectancy relationship with their organisation. Normative commitment is when employees commit to the organisation based on expected standards of behaviour or social norms (Qureshi et al., 2017). There is also the attitudinal and behavioural perspective. Nienaber (2016) suggests that alienative commitment could be the newest perspective, where employees perceive that they have no impact on the organisation's success and that they would leave the organisation anytime. Alienative commitment involves low levels of performance amongst employees (Ajala, 2016).

According to Mitonga-Monga et al. (2016), organisational commitment refers not only to an employee's attachment to an organisation, but also how the employee participates within and identifies him/herself with the organisation. Mitonga-Monga et al. (2016) concur with Juaneda-Ayensa et al. (2017), who describe organisational commitment as a condition in which individual employees identify themselves with an organisation and its objectives. Juaneda-Ayensa et al. (2017) further state that organisational commitment determines employees' will to remain a participant of the organisation. Lau et al. (2015, p. 281–288) define organisational commitment as the employees' efforts and loyalty to an organisation. Steyn et al. (2017) support and elaborate further on Lau et al's (2015) definition of organisational commitment. Organisational commitment is often depicted as a desirable attitude towards work by employees and relates to subsequent high organisational performance (Steyn et al., 2017).

For instance, Tekingündüz et al. (2017) agree that organisational commitment is a desirable attitude that employees show towards work, bringing positive rewards to the organisation's production and profit objectives. Organisational commitment is the relative strength of identification of an employee's participation in and attachment to the employee's organisation (Tekingündüz et al., 2017). Mitonga-Monga et al. (2016) describe organisational commitment as individual (worker) participation and identification with the organisation's goals.

Organisational commitment refers to how employees respond to discontent with experiences and conditions at work, according to Coetzee et al. (2019, pp. 1–9). Coetzee et al. (2019) argue that the psychological states of affective, continuance, and normative commitment are temporary mindsets that are influenced by conditions and experiences in the organisation's attachment system. Employees will either perceive the organisational system as supporting their employment security or threatening their employment security (Coetzee et al., 2019).

## **3.2 MODELS OF ORGANISATIONAL COMMITMENT**

It is important to investigate the degree of an organisation's commitment dependence on employee attitudes. Research by Ravlin (2015) and Steinfeld (2017) show a significant relationship between organisational commitment and employee attitudes. Steinfeld (2017) describes organisational commitment as a strong belief in accepting the organisation's goals and values, and the willingness to apply substantial effort on behalf of the organisation. Organisational commitment is the desire to maintain membership within the organisation (Ravlin, 2015).

According to Goo et al. (2019), many learning theories have shown that the behavioural outcome forms an attitude among employees. Any employee behaviour can be evaluated based on its manifestation, effect on the organisation, and its transformation into attitudes can be further analysed based on its theoretical constructs (Goo et al., 2019).

### **3.2.1 Commitment in the workplace model**

Organisational commitment reflects an individual's loyalty to, identification with, and participation in the organisation (Mitonga-Monga & Cilliers, 2016). These psychological attitudes and behaviours also reflect a desire that develops when employees perceive their employment to be congruent with the organisation's goals and values, which they uphold in their current work (Meyer & Herscovitch, 2001).

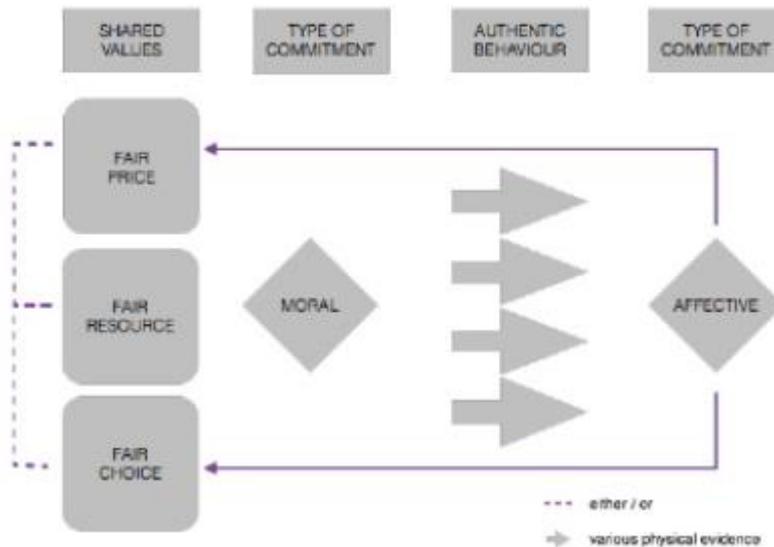


Figure 3.1: Commitment in Workplace Model (Meyer & Herscovitch, 2001)

### 3.2.1.1 Summary of attitude formation

Employees have different opinions on work-related issues, which determine their attitudes (Charoensap et al., 2018). Employees develop attitudes on various work-related issues, and these attitudes influence their beliefs, as well as their behaviour (Steinfeld, 2017). Attitudes are an essential subject within the field of social psychology to understand employees' resultant behaviour at work (Charoensap et al., 2018).

### 3.2.1.2 Organisational commitment attitudes

Steinfeld (2017) describes employees' attitudes as a learned predisposition to evaluate work-related issues in a certain way. Employees may evaluate people, issues, objects, or events at work (Ciobanu et al., 2019). Employees' evaluation of work-related issues may be positive or negative, although employees may be uncertain about their evaluations at times (Szymanski et al., 2018). Ciobanu et al. (2019) suggest that employees may have mixed feelings about particular work-related issues and suggest that different components make up attitudes. The components of attitudes are sometimes referred to as CAB or the ABC's of attitude (Szymanski et al., 2018).

### 3.2.1.3 *Components of attitude*

*Cognitive Component* - Raziq and Maulabaksh (2015) describe the cognitive component as employees' thoughts and beliefs about certain work-related issues.

*Affective Component* - Farahnak et al. (2020) describe the affective component of attitude as the impact that work-related issues have on employees' feelings.

*Behavioural Component* - Farahnak et al. (2020) agree with Alegbeleye and Kaufman (2020) that the influence of employees' attitudes on their behaviour describes the behavioural component of attitude. According to Steinfeld (2017), attitude may be explicit and implicit. Explicit attitude is a conscious response to factors that influence employees' behaviours and beliefs, while implicit attitude is an unconscious response, which also affects employees' beliefs and behaviours (Steinfeld, 2017).

### 3.2.2 **Meyer and Allen's model of organisational commitment**

Meyer and Allen (1997) define organisational commitment as a psychological condition, which binds an employee to the organisation. Meyer et al. (2015, pp. 56-72) further define organisational commitment as a psychological connection between the employee and the organisation. A psychological bond between employee and organisation often discourages an employee to voluntarily leave the organisation (Meyer et al., 2015).

This study used Meyer and Allen's (1997) three-component model concept of organisational commitment. The three-component model includes affective, continuance and normative commitment (Meyer & Allen, 1997). The psychological state that reveals the level of an individual's commitment and emotional attachment towards the organisation is affective commitment (Lambert et al., 2020). The pre-existing condition leading to the development of that commitment level is continuance commitment, while the behaviours that are expected to result from this commitment constitute normative commitment (Lambert et al., 2020).

## Organisational Commitment model Meyer and Allen (1997)



Figure 3.2: Model of organisational commitment (Meyer & Allen, 1997)

### 3.2.2.1 Commitment dimensions

The section below presents the affective, continuance and normative commitment dimensions.

#### (i) *Affective commitment*

Affective commitment is the tendency of an employee to stay with a company and is based on an emotional attachment (Qureshi et al., 2017). An employee that shows affective commitment to their company often identify strongly with the company and its objectives (Andrew, 2017). When an employee elects to turn down lucrative offers from a competitor or another company, his/her affective commitment to the present organisation may usually be strong (Andrew, 2017).

Brimhall (2019, pp. 31-49) defines affective commitment as an employee's emotional attachment to an organisation, as well as employee's identification with and involvement within the organisation. Employees with affective commitment to an organisation would continue to work for the organisation (Brimhall, 2019). Employees

committed to an organisation on an affective basis view their employment relationship as compatible with the organisation's goals and values (Schreuder & Coetzee, 2011).

Mathieu et al. (2015) refer to affective commitment as a work-related attitude with positive feelings towards the organisation. Coetzee et al. (2015) suggest that a work-related attitude towards the organisation positively identifies the employee with the organisation. Affective commitment is the comparative strength of an employee's identification with and involvement within a particular organisation (Coetzee et al., 2015).

Affective commitment is influenced by the extent to which the employee's needs and expectations about the organisation are congruent to their experience (Shekhawat & Sandhu, 2016). Shekhawat and Sandhu (2016) also describe affective commitment as the degree of value congruence between an employee and an organisation.

Mathieu et al. (2015) indicate that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Hodgkinson et al. (2018) state employees' affective attachment to their organisations is primarily based on the desire to establish a fulfilling relationship with an organisation.

Umoh et al. (2014) also state that affective commitment is promoted when employees' values, as well as those of the organisation, have compatible goals. In summary, affective organisational commitment is the extent to which an employee identifies with the organisation (Hodgkinson et al., 2018).

(ii) *Continuance commitment*

Umoh et al. (2014, pp. 69-74) define continuance commitment as the employee's cognizance of the costs concomitant with leaving the organisation. Continuance

commitment is calculative because the employee weighs the costs and risks concomitant with leaving the current organisation (Datta et al., 2018). Shekhawat and Sandhu (2016) state that employees that display continuance commitment primarily, will remain committed to an organisation as long as they feel that there would be a need to stay. The difference between continuance and affective commitment is that, with affective commitment, employees commit to the organisation because they would want to do so.

Continuance commitment is regarded as an instrumental attachment because the employee will evaluate the economic benefits associated with remaining committed to the organisation (Datta et al., 2018). Employees have continuance commitment to an organisation when they focus on positive extrinsic rewards to be gained without identifying with the organisation's goals and values (Coetzee & Stoltz, 2015).

Perceived costs of leaving the organisation will influence employees who display continuance commitment to stay committed to the organisation (Colquitt et al., 2017). Shekhawat and Sandhu (2016) suggest that continuance commitment to an organisation is strong when there are less alternative employment opportunities for employees. Yadav et al. (2019) also suggest that employees' continuance commitment to an organisation will be strong when employees have huge personal debts to service. Employees that have continuance commitment will likely leave the organisation when offered better employment alternatives.

Yadav et al. (2019) also maintain that employees' personal debt obligations and fewer employment opportunities will compel and necessitate the employees' commitment to the organisation. With continuance commitment, employees will likely stay in the organisation to protect their investments such as pension plans, seniority or organisation specific skills, and knowledge. Employees that display continuance commitment will evaluate both the benefits associated with continued commitment and the costs associated with leaving an organisation (Coetzee & Stoltz, 2015). Ohana and Meyer (2016) suggest that in order to retain employees that display continuance commitment, the organisation should focus on extrinsic rewards that will enhance the employee's determination to remain committed.

*(iii) Normative commitment*

Jaros (2017, pp. 517-537) defines normative commitment as the feeling of obligation to continue employment in an organisation. Internalised normative beliefs of responsibility influence employees to maintain their membership with an organisation (Amdan, et al., 2016). According to Shekhawat and Sandhu (2016), employees that display normative commitment will likely remain committed to the organisation. In terms of the normative dimension, employees will stay with an organisation because they feel that they should, and that it is the right thing to do (Mitonga-Monga & Cilliers, 2016).

According to Amdan et al. (2016), normative commitment reflects an employee's behaviour that is guided by a sense of responsibility and loyalty towards the organisation. Employees that display normative commitment are committed to an organisation based on ethical reasons (Amdan et al., 2016). The normative committed employee believes that it is ethical to remain committed to an organisation, irrespective of tenure-related status enhancement or satisfaction levels derived from the organisation (Qureshi et al., 2017). Mutual obligation between the organisation and employees that display normative commitment will likely influence an employee's decision to stay with an organisation (Wang et al., 2017) This mutual obligation is based on the social exchange theory, which suggests that an employee who receives any benefit has a strong normative obligation to repay the benefit in some way (Jaros, 2017). Employees who are committed in this way often feel obliged to repay their organisation for investing in them through training and development (Wang et al., 2017).

Yousef (2017) suggests that the moral obligation arises from either the process of socialisation within society or the organisation. Therefore, moral obligation is based on a norm of mutual benefit, suggesting that an employee will reciprocate the organisation's efforts (Yousef, 2017).

### **3.3 FACTORS INFLUENCING ORGANISATIONAL COMMITMENT**

Chang and Teng (2017); Morin et al. (2015) posit that employees' personal characteristics do not affect the development of various components of organisational commitment significantly. Research findings suggest that either none or weak relationships exist between demographic variables in respect of affective commitment, continuance commitment and normative commitment (Chang & Teng, 2017; Morin et al., 2015). Sehunoe et al. (2015) found no significant differences in the experience of organisational commitment based on age, gender, job level, and tenure in a South African sample. Nevertheless, age, gender, job level, and tenure variables that impact employees' commitment levels are detailed below, irrespective of their weak relationships with organisational commitment.

#### **3.3.1 Age**

According to Coetzee et al. (2019), employees from different age groups tend to differ significantly regarding their levels of organisational commitment (retention factors). Young employees are more likely to be satisfied with their job characteristics compared to older employees (Coetzee et al., 2019).

Positive correlations, although weak, between age and all three components of organisational commitment, have been observed in related studies (Colquitt et al., 2017). Cooper and Schindler (2014) advise caution when interpreting the findings of positive relationships between age and organisational commitment. Krahn and Galambos (2014) state perceptions of fewer alternative employment opportunities and the difficulty to change jobs may substantiate the reason for higher levels of continuance commitment amongst older employees. Age often brings vital experience to help manage negative work experiences such as psychological contract breaches. The work experience that comes with age implies that older employees' affective commitment to the organisation may be affected by negative work experiences (Maia et al., 2016; Khan et al., 2020).

### **3.3.2 Gender**

Jayasingam et al. (2016) describe gender as a control variable that is often used in organisational commitment studies owing to different behavioural inclinations attributed to men and women. Jayasingam et al. (2016) state that gender impact on what individuals regard as important in terms of job attributes such as autonomy, rewards, and flexibility, have been debated. Varied preferences, for example, autonomy, rewards, and flexibility, may enhance or weaken employees' commitment levels to their organisations (Ohana & Meyer, 2016).

Shahbaz et al. (2020) report significant effects of gender on levels of organisational commitment. Men and women show similar levels of affective commitment, continuance commitment, and general commitment to their employing organisations; however, women show higher levels of normative commitment (Shahbaz et al., 2020). On the contrary, meta-analytic research findings show that gender and affective commitment are unrelated (Cooper & Schindler, 2014). Colquitt et al. (2017) report no significant effects for gender in terms of commitment levels. The potential impact of gender on organisational commitment may differ with cultures as gender roles change (Colquitt et al., 2017). Kuvaas et al. (2017) suggest the need to consider the impact of employees' gender on organisational commitment, based on specific socio-cultural and geographical contexts.

### **3.3.3 Experience in different companies**

The degree to which employees with different working experience in other organisations commit to the organisation may vary considerably, depending on the contributions that they are expected to make (Valaei & Rezaei, 2016). Employees that have less working experience in other organisations are often less experienced than employees that have more working experience in other companies (Valaei & Rezaei, 2016). Employees with less working experience with other organisations often have fewer employment options owing to a lack of experience, which may increase their continuance commitment towards the organisation. Murgianto and Suhermin (2016) state that employees that have more working experience with other companies are less likely to experience a strong emotional bond or affective

commitment towards their employing organisations. Radosavljevic et al. (2017) argue that the inverse relationship between affective commitment and vast working experience acquired might be owing to employees' high expectations as a result of more experience with different organisations. When a more experienced employee's expectations are not met, there is a possibility of an adverse outcome of their commitment to their organisations (Murgianto & Suhermin, 2016).

The impact of employees' experience with different organisations on organisational commitment is explained in terms of their opportunities for alternative employment (Radosavljevic et al., 2017). Much travelled employees are often experienced and have more alternative employment options than lower job level employees. The need to commit to an organisation is likely to be weaker for employees who have more working experience with other organisations, thus implying that more experienced employees will probably display lower levels of continuance commitment (Meyer et al., 2015). Kabins et al. (2016) suggest that there will be a negative relationship between employees who have more working experience with other organisations and continuance commitment.

### **3.3.4 Tenure**

Mohan and Kaur (2014) suggest that the significance of affective, continuance, and normative variables of organisational commitment may vary throughout an individual employee's career. An employee may prioritise affective commitment in the early stages of employment, while throughout employment priorities may change, for example, when an employee starts a family or becomes more established in a community. When an employee's priorities change, commitment to an organisation may be influenced by cost-based factors associated with the employee's relationship with the organisation (Mohan & Kaur, 2014).

Gao-Urhahn et al. (2016) argue that affective commitment often has a positive correlation with longer tenure in an organisation. Employees with long tenure often establish a sense of belonging with the organisation, whilst focusing on positive aspects of their work (Gao-Urhahn et al., 2016). Morin et al. (2016), however, propose that having an elevated status owing to merit or seniority in the organisation

may influence longer-tenured employees to commit to the organisation. Choi et al. (2015) say that employees' work experiences based on tenure may predict organisational commitment levels more so than employees' personal characteristics. Demographic variables such as age, gender, and job level may have a lesser influence on organisational commitment than tenure (Choi et al., 2015). Employees' tenure has a significant influence on employees' commitment and Ryba's (2020) study revealed significant differences in terms of tenure influence on commitment.

### **3.4 RELEVANT RESEARCH IN ORGANISATIONAL COMMITMENT**

Raina and Roebuck (2016) agree that organisational commitment has a great influence on organisational factors such as person-organisation fit, high absenteeism, and employees' intention to leave the organisation. Exploring organisational commitment factors is important for organisations to have a loyal and committed workforce as means to a competitive advantage in business (AL-Jabari & Ghazzawi, 2019).

#### **3.4.1 Organisational commitment and job performance**

Singh and Chetty's (2016) research found a positive correlation between organisational commitment and performance, where most of the measures that were used related to affective commitment. Steinfeld's (2017) research reported that employees' personal norms and values related to affective commitment comparatively. Employees with strong affective commitment tend to feel more independent when they perform their jobs as opposed to employees that display lesser affective commitment (Meyer et al., 2015).

Meyer et al. (2015) state affective commitment is employees' emotional connection to, identification with, and involvement in the organisation. Employees who are affectively committed to the organisation continue to work for the organisation because they want to do so (Meyer et al., 2015). Nevertheless, a recent study finding by Steinfeld (2017) suggests that only three out of every ten employees felt committed to their organisation. AL-Jabari and Ghazzawi (2019) maintain that only committed employees will align themselves with the organisation's objectives and

goals. Employees will likely commit to their organisation when they perceive organisational justice and management's support (Mitonga-Monga, 2020). Organisations must refocus and invest more in emotional commitment to improve and sustain employees' desirable job performances (Emeka et al., 2015). Singh and Chetty (2016) suggest that a committed employee employs desirable work ethics, which lead to enhanced efficiency and increased productivity.

### **3.4.2 Organisational commitment and absenteeism**

Zia-Ud-Din et al. (2017) found that affective commitment is one of the main predictors of absenteeism amongst employees. Zia-Ud-Din et al. (2017) concur with Singh and Chetty (2016), stating that there is a negative correlation between affective commitment and absenteeism rate. High absenteeism rates often predict lower organisational commitment levels amongst employees (Singh & Chetty, 2016).

A committed employee's work ethics often lead to job satisfaction, which ultimately results in lower absenteeism (Chang & Teng, 2017). Singh and Chetty (2016) state absenteeism affects organisations' productivity and efficient service delivery. Lower production and inefficient service delivery owing to absenteeism reduces organisational competitiveness (Singh & Chetty, 2016). The impact of excessive absenteeism can have a direct or indirect influence on organisational performance (Mohd et al., 2016). The financial impact associated with absenteeism is overwhelming to many organisations (Nguyen et al., 2016). Chang and Teng (2017) posit that absenteeism is a phenomenon that affects companies on a global scale economically, while its magnitude of economic impact varies across the globe.

According to Ngirande et al. (2014), studies show that organisational activities such as downsizing or restructuring often lead to decreased job satisfaction and lowered organisational commitment. Lower organisational commitment owing to restructuring activities influences a higher turnover rate and increased absenteeism (Ngirande et al., 2014). Gangai and Agrawal (2015) agree with Akgeyik (2014) that absenteeism is caused by employees' discernment in displeasing work situations.

The level of organisational commitment is strongly related to the total duration of voluntary absenteeism (Akgeyik, 2014). Employees who are strongly committed to the organisation will report for work more often than their peers who are not as committed; therefore, the relationship between organisational commitment and absenteeism can be presumed (Singh, 2017). Chang and Teng (2017) state there is a significant negative correlation between absenteeism and organisational commitment. Job satisfaction is regarded as one of the predictors of absenteeism, and dissatisfied employees will likely engage in absence incidents as a subtle means of expressing their lower job satisfaction (Chang & Teng, 2017).

### **3.4.3 Organisational commitment and employee turnover**

Despite Singh and Chetty's (2016, pp. 23–40) definition of affective commitment involving employees' association with the organisation in terms of dedication, identification, and involvement, research indicates that affective commitment largely influences employee retention (Marina et al., 2020). Mercurio's (2015) research findings show a more notable negative correlation between employee turnover and affective commitment constructs than between continuance and normative commitment constructs.

Satisfied employees have desirable work ethics that lead to improved efficiency and increased productivity. Job satisfaction often leads to improved employee turnover and reduced hiring costs (Mercurio, 2015).

Marina et al. (2020) state high employee turnover negatively affects organisations' productivity. South African labour statistics show that the shortage of highly skilled employees has had a negative impact on organisations (Statistics South Africa, 2017). Skills shortages owing to turnover intention have had an undesirable effect on sustainable economic growth in this country (Mateus et al., 2014). Skills shortages reduce the South African businesses' level of global competitiveness (Statistics South Africa, 2016). Singh (2017) suggests that organisations should focus and prioritise retention of their employees.

Husainah and Madiistriyatno (2020) assert that organisational commitment is primarily a powerful predictor of employee turnover. Employees' level of commitment is predominantly influenced by employees' perceptions of the work context (Dialoke & Wabara, 2017). Husainah and Madiistriyatno's (2020) research shows employee job-fit as a factor, which strongly influences the retention and turnover of employees. Organisations need to assist with individual employees' career development to enhance commitment levels (Dialoke & Wabara, 2017). Meyer et al. (2015) mention that there is a negative correlation between continuance commitment and turnover intention. Ohana and Meyer (2016) recommend that organisations should reduce turnover intentions by focussing on increasing continuance commitment.

### **3.5 CHAPTER SUMMARY**

The chapter focused on conceptualizing the organisational commitment construct and presented models of organisational commitment, factors that influence organisational commitment, and relevant research on organisational commitment.

The next chapter discusses the theoretical relationship between employee motivation and organisational commitment.

## **CHAPTER 4: RELATIONSHIP BETWEEN ORGANISATIONAL JUSTICE, EMPLOYEE MOTIVATION, AND ORGANISATIONAL COMMITMENT**

This chapter begins by examining relevant research concerning social exchange theory. The relationship between organisational justice and organisational commitment is explored, followed by the relationship between employee motivation and organisational commitment. The relationship between organisational justice and employee motivation is also explored, using relevant research on the variables' relationship. The chapter illustrates the relationship between organisational justice, employee motivation, and organisational commitment.

### **4.1 SOCIAL EXCHANGE THEORY**

The social exchange theory is used here to discuss the theoretical relationship between the variables. According to Standford (2008), the social exchange theory is also referred to as an economic theory. Moliner et al. (2017) concur with Standford (2008) in this respect, stating that the economic theory suggests that employees will form a relationship with an organisation if they perceive that such a relationship is rewarding. The social exchange theory states that employees will always attempt to maximise on their rewards, whilst minimising their costs (Moliner et al., 2017). A rewarding relationship for employees is a favourable outcome of the rewards, less the costs incurred. Employees often commit to the organisation if the outcome of their relationship with the organisation is profitable (Standford, 2008).

A trade-off is the basis for social exchange, as the employee's commitment depends on the reciprocal exchange between individual and organisation, according to Moliner et al. (2017). The reciprocal exchange is between the employee's positive work input to the organisation, and the social and economic benefit to the employee from the organisation. Reciprocity is the basis for social exchange within a work context. The employee's commitment to the organisation depends on his/her perceptions of value and support earned in return from the organisation (Moliner et al., 2017).

Methot et al. (2017) agree with Moliner et al. (2017) that the social exchange between an employee and an organisation is influenced by several personal and organisational factors. Personal demographical factors, as well as justice and motivational variables, influence the outcome of the social exchange between an employee and an organisation (Methot et al., 2017; Moliner et al., 2017). The social exchange theory helps to explain the relationship between justice, motivation, and organisational commitment.

An employee's commitment from a social exchange perspective is ironically weakened, based solely on an economic relationship between the organisation and the employee (Methot et al., 2017). The social exchange relationship between an employee and an organisation may be sustained through a shared strategic goal, which promotes organisational productivity (Moliner et al., 2017). An organisation is more likely able to satisfy employees' benefit expectations when productivity is high. When employees' commitment decision is based on an economic rather than social perspective, only the perceptions of economic benefits will persuade employees to commit to the organisation (Methot et al., 2017).

Social exchange theory is one of the most prominent conceptual perspectives in management, as well as related fields such as sociology and social psychology (Cropanzano, 2017). Social exchange theory, however, draws criticism owing to a lack of sufficient theoretical accuracy, thus limiting its application (Cropanzano, 2017). Studies on social exchange theory can explain succeeding developments to the social phenomena but are severely limited in making preceding predictions regarding workplace behaviour (Cropanzano, 2017).

According to Cropanzano (2017), four concerns within the social exchange paradigm warrant additional considerations, which are:

- Overlapping constructs that need to be more distinguished;
- Inadequate indebtedness to the positive or negative hedonic value of these various constructs;

- An assumption of bipolarity, which treats negative constructs (e.g., abuse) as the absence of positive constructs (e.g., support); and
- Inaccurate theoretical behavioural predictions.

The social exchange theory concept constitutes multiple social scientific disciplines such as management, social psychology, and anthropology (Mitchell et al., 2012).

Social exchange theory encompasses a family of conceptual models (Mitchell et al., 2012). All social exchange theories identify with each other. Social exchange theories treat social life as involving a series of consecutive transactions between two or more parties (Mitchell et al., 2012). Resources are exchanged through a process of reciprocity, where one party is obliged to repay the good deeds of another party (Ambrose et al., 2015). The deed that is repaid in the social exchange transaction is seldom bad (Ambrose et al., 2015). The quality of these exchanges is often influenced by the relationship between the actor and the target (Cropanzano, 2017). Economic exchanges tend to involve less trust and more active monitoring than the social exchange, which tends to be open ended and involves greater trust and flexibility (Cropanzano, 2017).

A sequence of positive reciprocal exchanges may transform an economic exchange relationship into a high-quality social exchange relationship (Meyer et al., 2015). A high-quality social exchange relationship may influence employees to become affectively committed to organisations (Meyer et al., 2015). The theoretical integration of the three constructs, namely organisational justice, employee motivation, and organisational commitment is discussed below to conceptualise the theoretical relationship among these variables.

## **4.2 RELATIONSHIP BETWEEN ORGANISATIONAL JUSTICE AND ORGANISATIONAL COMMITMENT**

Previous studies report that organisational justice relates to organisational commitment (Steinfeld, 2017). Colquitt et al. (2017) found a positive relationship between perceptions of organisational justice and organisational commitment. This

implies that perceptions of distributive, procedural, interactional, and informational justice lead to a high level of organisational commitment (Steinfeld, 2017). Steinfeld (2017) suggests that perceptions of justice within an organisation often result in positive or desirable work attitudes amongst employees. Steinfeld (2017) regards positive work attitudes as being effective towards organisational commitment. Managers should treat subordinates fairly and justly so that they may enhance employee commitment. Perceptions of justice will likely result in improved organisational performance that yields increased productivity levels (Steinfeld, 2017).

According to Veress and Gavreliuc (2018), there is a study gap in scientific literature that explores the relationship between the dimensions of organisational justice and organisational commitment, while most of the research treats commitment as an aggregate concept. Veress and Gavreliuc's (2018) research interpretation of a Romanian manufacturing organisation, in the Harghita and Braşov Counties, using exploratory factor analysis and structural equation modelling, support the existing body of knowledge regarding the strong relationship between organisational justice and commitment. The dimensions of procedural justice and organisational commitment are linked; however, it is not clear how they influence each other, or what the exact relations are between the different dimensions of the constructs (Veress & Gavreliuc, 2018). Colquitt et al. (2017) state several meta-analysis in the field describe the relationship between organisational justice and organisational commitment; however, even though the link between the two constructs is well established, it is not clear how they relate to each other.

Colquitt et al's. (2017) meta-analysis shows that procedural justice is positively linked to organisational commitment and Veress and Gavreliuc (2018) support this finding. The latter authors argue that it becomes more complicated when exploring the relationship between the dimensions of the two constructs (procedural justice, distributive justice, informational justice, interactional justice, affective commitment, normative commitment, and continuance commitment). According to Veress and Gavreliuc (2018), the strongest link is between affective commitment and the organisational justice dimensions, followed by continuance commitment and then normative commitment.

Veress and Gavreliuc's (2018) research study in a Romanian educational environment revealed find a strong correlation between affective commitment and the dimensions of organisational justice. Jameel et al's. (2020) research shows that organisational justice positively correlates with employees' commitment to an organisation. Perceptions of organisational justice are important and positively influence the performance and efficiency of employees (Ahmad and Jameel, 2018).

The most thoroughly researched relations in the field of social exchange theories, is the relationship between organisational justice and organisational commitment (Ahmad & Jameel, 2018). According to social exchange theories, the reciprocity rule predicts that employees often reciprocate the organisation or management's just treatment by committing themselves to the organisation (Ahmad & Jameel, 2018; Al-Kilani, 2017). Ahmad and Jameel (2018) agree with Al-Kilani (2017), stating that organisation justice predicts organisation commitment. However, the variance of the impact that organisational justice dimensions have on organisational commitment dimensions, should be explored (Jameel et al., 2020). According to Peng et al. (2020), positive changes in distributive justice predicted the shift to a normative dominant profile. Peng et al. (2020) state positive changes in distributive justice contributed to employees' development of high levels of sacrifice at work, which was expressed by the shift from only a normative to both an affective and normative dominant profile (Peng et al., 2020). Thus, one may hypothesize that organisational justice relates to organisational commitment.

#### **4.3 RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND ORGANISATIONAL COMMITMENT**

Previous studies on the association between employee motivation and organisational commitment are well documented (Al-Madi et al., 2017; Park, 2018; Steinfeld, 2017). Park's (2018) research shows that a positive correlation exists between employee motivation and organisational commitment. Steinfeld (2017) adds that poor management affects employee motivation negatively. Demotivated employees are more likely to commit less to the organisation than motivated employees (Steinfeld, 2017). Steinfeld (2017) advises management to investigate

and address all issues that trigger demotivation amongst employees at an organisation as means to enhance employees' commitment levels.

Al-Madi et al. (2017) state committed employees are usually motivated at work and will likely be rewarded for good achievements. Consequently, motivation can be considered as the driver of employee efficiency at work and organisational commitment (Al-Mad et al., 2017). An increase in organisational commitment as a result of employee motivation will influence employees' work performances positively, which will benefit the organisation (Al-Madi et al., 2017).

Salleh et al. (2016) found a positive correlation between motivation and organisational commitment. Motivated employees are more likely to outperform lesser motivated employees and will likely commit to the organisation (Salleh et al., 2016). Faisal et al. (2017) concur with Salleh et al. (2016), stating that motivation has a significant impact on organisational commitment. It is beneficial for the organisation when motivated employees own and utilise affective, normative, and continuance commitment effectively (Faisal et al., 2017). Hanaysha and Majid's (2018) study on the relationship between employee motivation and organisational commitment shows that employee motivation has a significant positive effect on employee productivity. The effect of employee motivation on organisational commitment is positive and statistically significant, while organisational commitment has a significant positive effect on employee productivity (Hanaysha & Majid, 2018).

Farouk et al. (2016) claim that human resource management's interventions in respect of employees' motivation levels are important as means to influence organisational commitment, allowing an organisation to stay competitive in business markets. An organisation's employees are the most valuable assets, and their motivation levels have a huge bearing on their organisational commitment levels (Farouk et al., 2016). Greater employee productivity and long-term organisational performance are possible when employees are motivated (Farouk et al., 2016). Hanaysha and Majid (2018) agree with Farouk et al. (2016), positing that productivity improvement is the main goal for any organisation and high productivity levels are achievable when employees are motivated. Motivated employees often commit to the organisation (Hanaysha & Majid, 2018; Farouk et al., 2016).

Buttner et al. (2017) mention that motivated employees can influence their productivity significantly. Sufficient motivational incentives for employees are important stimuli for employees' motivation to commit to the organisation, regardless of minimum resource usage and available human capital (Buttner et al., 2017). Buttner et al. (2017) state highly motivated employees are often committed to their work and organisations for a long period.

Hanaysha (2016) argue that employees' motivation impacts their productivity, which leads ultimately to favourable organisational performances and resultant organisational success. To enhance organisational commitment, management should emphasise the significance of employee motivation (Hanaysha, 2016; Soltani, 2016). Employee performance comprises both motivation and capability; therefore, it is management's responsibility to ensure favourable employee motivation, and to provide the required resources to support this motivation (Katou, 2017).

Hanaysha (2016) and Soltani (2016) agree with Katou (2017) in saying that employees often place more effort into accomplishing work-related tasks when they know that management will reward their efforts. There are several inferences to what precisely motivates an employee, both from a theoretical and practical perspective; however, the effectiveness of employees is often limited if they are less motivated to perform their tasks at work (Katou, 2017). A motivated employee who engages effectively at work, strongly connects to his or her job, and is satisfied about committing to the organisation (Buttner et al., 2017). Organisational commitment hence plays an important role in affecting employees' productivity (Buttner et al., 2017). Improved organisational commitment owing to enhanced employee motivation proves the capabilities of organisational management, leading often to improved performances and high levels of productivity amongst employees (Buttner et al., 2017).

Korir and Kipkebut (2016) state employee motivation has a significant positive effect on employee productivity. Korir and Kipkebut's (2016) study's findings revealed empirical evidence that motivation has a significant positive effect on organisational commitment, and that employee motivation is a key predictor of organisational commitment. Increased commitment depends on management's efficiency to handle

human resource issues in the workplace (Korir & Kipkebut, 2016). Research findings by Korir and Kipkebut (2016) also show that organisational commitment has a significant positive effect on employee productivity.

Farouk et al. (2016) suggest that organisations should establish more reward systems that would motivate productive employees, both intrinsically and extrinsically, as means to stimulate their productivity and enhance their loyalty and commitment to the organisation. Human resource managers should place primary emphasis on increasing employees' motivation levels to enhance organisational commitment amongst employees (Farouk et al., 2016). Thus, one may hypothesize that employee motivation relates to organisational commitment.

#### **4.4 RELATIONSHIP BETWEEN ORGANISATIONAL JUSTICE AND EMPLOYEE MOTIVATION**

Organisational justice plays a significant role in employees' motivation levels, both in public and private business domains (Celik & Sariturk, 2012). Celik and Sariturk (2012) explored the influence of organisational justice on employee motivation from distributional justice, procedural justice, and interpersonal justice perspectives.

Howard et al. (2016) support Celik and Sariturk's (2012) claims that there is a direct relationship between organisational justice and motivation, and that justice factors affect worker motivation levels either positively or negatively. Senior management should be fair to every employee and management should be aware that employees observe their every action (Howard et al., 2016). When employees perceive justice in the organisation, the ideal work environment between worker and workplace emerges (Howard et al., 2016). According to Howard et al. (2016), employees always consciously compare their positions with different employees that are in the same positions as themselves. From these comparisons, employees might perceive that they are being treated unfairly (Howard et al., 2016).

Employees' perceptions of workplace injustice influence their attitudes and cause them to develop certain behaviours (Castanheira, 2016). There is a positive relationship between organisational justice and motivation (Sutanto et al., 2018).

Employees who perceive justice in the organisation are more motivated than employees who perceive injustice and often make positive contributions to the organisation with relatively less expectations in return (Sutanto et al., 2018). Employees' motivation levels are directly proportional to a fair distribution of the organisation's facilities, and fair functioning of its work, reward, and punishment processes (Castanheira, 2016).

Choochom's (2016) study viewed motivation as a dependent variable, while the sub dimensions of organisational justice, distributive, procedural, and interpersonal justice were taken as independent variables in the analysis. Prananda et al. (2019) study established that distributive justice, procedural justice, and interactional justice correlate positively with employee motivation. To achieve the benefits of organisational justice, an organisation's management should increase employee motivation, using tools that ensure that mandatory organisational justice is observed (Choochom, 2016).

Employees' perceptions of organisational justice in the workplace positively affect their motivation and are an important factor to achieve organisational goals (Prananda et al., 2019). Organisations should be consistent with equality when dealing with employees to attain motivation and commitment amongst employees towards achieving organisational goals (Choochom, 2016). According to Stamenkovic (2014), the relationship between employee motivation and organisational justice is vital to solve several interpersonal and communication problems in organisations. The technical competence of employees is essential but will not be a sufficient condition for success without motivation (Natarajan & Palanissamy, 2015). Organisational justice is an important indicator of employee motivation in organisations. Employee perceptions of fairness in organisations have a major effect on their work behaviours and motivation levels (Natarajan & Palanissamy, 2015).

Organisational justice, according to Steinfeld (2017), refers to employees' perceptions of fairness in the workplace. Organisational justice is associated with several outcomes, including work motivation (Silva & Caetano, 2014). Stamenkovic's (2014) study shows that organisational justice has a significant impact on employee

motivation. Justice, as a source of understanding employees and their motivations, depends on cultural standards, organisational norms, and values, and its people (Elliot & Arthur, 2020). Employees' norms and values are associated with their different traditions and cultural backgrounds (Stamenkovic, 2014). Elliot and Arthur (2020) state employees' perceptions of justice may depend on their culture or ethnicity.

Castanheira et al. (2016) state organisational justice and motivation in the organisation exist in various forms of relationships. These relationships are between power, desires, demands, needs, organisational structure, and organisational and individual goals (Imamoglu et al., 2019). Organisations often do not focus on how employees are treated in the workplace (Castanheira et al., 2016). Management should always abide by regulations or laws that seek to regulate employment humanity (Imamoglu et al., 2019).

Nordhall and Knez's (2018) study investigated the role of personal and collective work identity (including emotion and cognition components) to predict work motivation and organisational justice. Nordhall and Knez (2018) suggest that both work-related motivation and organisational justice might be influenced by the psychological mechanisms of work identity. Psychological mechanisms may predict different types of work identity and play different significant roles in predicting motivation and justice at work (Knez, 2016). A phenomenon labelled work identity, involving emotion and cognition processes, accounts for this type of person-work bonding (Knez, 2016). Howard et al. (2016); Ryan and Deci (2017) agree with Knez (2016) that person-work bonding is an important factor in the motivation and justice relationship at work, which may be influenced largely by the psychological mechanisms of work identity. Thus, one may hypothesize that organisational justice relates to employee motivation.

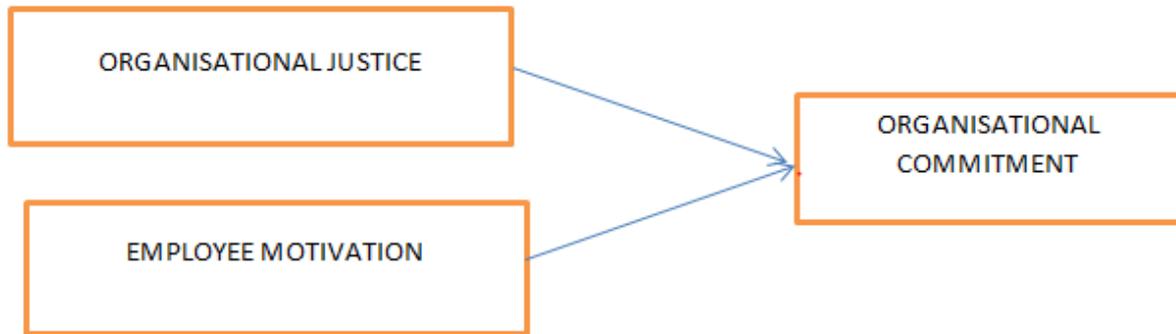
#### **4.5 ORGANISATIONAL JUSTICE AND EMPLOYEE MOTIVATION AS PREDICTORS OF ORGANISATIONAL COMMITMENT**

The study of organisational justice perceptions and employee motivation, as predictors of organisational commitment, has received great attention from

researchers and scholars in the fields of industrial-organisational psychology, human resource management and organisation behaviour (Moliner et al., 2017). Perceptions of organisational justice constitute a significant exploratory factor in organisational decision-making, as research relates it to employee motivation as a predictor of organisational commitment amongst employees (Moliner et al., 2017). Kim (2018) found that employees who perceived that their organisation treated them fairly, tended to develop and maintain mutual relationships with their organisation. When employees perceive organisational justice, high levels of employee motivation are evident and organisational commitment becomes predictable (Mengstie, 2020). Colquitt et al.'s (2017) research on organisational justice in the workplace shows that organisational justice perceptions affect workers' attitudes majorly in respect of job satisfaction, turnover intentions, and organisation commitment, as well as workplace behaviour such as absenteeism and organisational citizenship behaviour (Colquitt et al., 2017). In addition, research also demonstrates linkages between perceived organisational justice and employee motivation (Mengstie, 2020). Thus, one may hypothesize that organisational justice and employee motivation influence organisational commitment.

#### **4.6 THEORETICAL FRAMEWORK OF THE STUDY**

Sekaran (2010) states a conceptual framework provides logical details about the relationship among several factors that are identified to be pertinent to the research problem. This research identified the relationship between organisational justice, employee motivation, and organisational commitment. Organisational justice and employee motivation were the independent variables and organisational commitment, the dependent variable. The research focused on determining whether a relationship exists between these variables, and to address whether organisational justice, employee motivation, and demographic variables (age, gender, different companies, and tenure) influence employees' perceptions of commitment.



*Figure 4.1: Conceptual framework*

#### **4.7 CHAPTER SUMMARY**

The chapter explored the relationship between the organisational justice, employee motivation, and organisational commitment variables, providing the study's conceptual framework and proposed research hypotheses.

## CHAPTER 5: RESEARCH METHODOLOGY

This chapter focuses on the research methodology process that the study followed to understand the association between organisational justice, employee motivation, and organisational commitment in the S.A. steel industry. The chapter begins with an outline and discussion of related concepts, namely the research philosophy, research design, research approach, population and sample, measuring instruments, research procedure and data collection, data analysis, and ethical considerations.

### 5.1 RESEARCH PHILOSOPHY

Salkind (2017) defines research philosophy as the researcher's conviction of how data for a particular study should be collected, analysed, and used. This study comprised both a post-positivist and positivist paradigm. According to Hadden et al. (2015), positivists purport that similar results are generated when different researchers observe the same problem, using similar statistical processes. Positivism suggests that when investigating a large sample, using similar research processes and statistical tests, the research findings will be the same. Hadden et al. (2015) postulate that positivism inferences on the population will be the same for different researchers when the research methods, which are used to investigate a large sample, are similar. Positivism theory bases assumptions on objective and extrinsic truth (Gronmo, 2020). The truth is substantiated from the data gathered through a scientific method. Positivism is perceived as an approved method of reasoning through which researchers claim to know new things and generalize through induction (Saunders et al., 2016).

The post-positivism paradigm, coined by a French philosopher Auguste Comte (1798–1857), gives the study room to explore, whilst supporting or disagreeing with previous literature. The study used post-positivism for the reviewed literature on organisational justice, employee motivation, and organisational commitment. Post-positivists, according to Pandey and Pandey (2015), a critical realist, argue that all observations are fallible and have errors, and that all theory is revisable. The political, ecological, social, and technological landscape in the steel industry is

continuously changing. Post-positivism broadened the study's spectrum of previous literature and afforded room to explore further, which could add more value.

### **5.1.1 Research design**

According to Akhtar (2016), research design is the structure of research that holds all of the elements in a research project together. Research design is a plan or blueprint for the collection, measurement, and analysis of data (Akhtar, 2016). Gronmo (2020) describes research design as the blueprint, which guides the researcher to answer the research questions. This study used a cross-sectional research design. A cross-sectional design is defined as a type of research design in which one collects data from many different individuals at a single point in time (Tabachnick & Fidell, 2016). In cross-sectional design, the researcher observes variables without influencing them, while participants are selected based on the set inclusion and exclusion criteria for the study (Setia, 2016). Data was collected at the ArcelorMittal S.A. steel company and the inclusion criteria comprised both females and males between 16 to 60 upward age who are in management, middle-management, bargaining-category and others with 0-20+ years of work experiences and who had worked in one or more companies.. The exclusion criteria comprised skills, race (did not determine inclusion), and part-time employees,

### **5.1.2 Research approach**

Research approaches include qualitative, quantitative, and the mixed method.

*The qualitative research approach* – this involves the researcher obtaining data, using means such as first-hand observation, interviews, questionnaires, focus groups, participant-observation, recordings made in natural settings, documents, and artifacts (Salkind, 2017). The data is often non-numerical and studies individuals' understanding of their social reality (Salkind, 2017).

*The quantitative research approach* – this focuses on objective measurements and the statistical, mathematical, or numerical analysis of collected data, using polls, questionnaires, and surveys, or by manipulating pre-existing statistical data, using computational techniques (Salkind, 2017). Quantitative research makes use of

statistical data for research descriptions and analysis, and reduces the time and effort, which the researcher would have invested to describe the results (Cohen et al., 2013).

The mixed method approach - is becoming a prominent research methodology that promotes the systematic integration of quantitative and qualitative data within a single research study. The basic logic of the mixed method approach is that an integration of both the qualitative and quantitative approaches will provide a complete and synergistic utilisation of data instead of conducting separate quantitative and qualitative data collection and analysis (Leavy, 2017). This study used a non-experimental quantitative research approach to investigate the relationship between organisational justice, employee motivation, and organisational commitment amongst employees in the S.A. steel industry.

## **5.2 POPULATION AND SAMPLE**

The researcher used stratified sampling because the steel industry's population members are alike on significant variables (Salkind, 2017). Sampling was conducted to ensure that the sample population from the S.A. steel industry's population of 20 000 permanent employees constituted a high degree of representation. The research sample population comprised 404 permanent steel industry employees. This study's stratified sampling considered permanent employees who were engaged in all organisational functions within the S.A. steel industry. Stratified sampling was ideal for this study in spite of it being time-consuming (Salkind, 2017).

### **5.2.1 Population**

Sampling begins with considering the target population (Sekaran & Bougie, 2016). The geographical boundaries, demographic details, and time frame in relation to the research objectives should describe the target population (Sekaran & Bougie, 2016). Leavy (2017) defines the population as the full set of cases from which a sample is taken. Creswell and Poth (2017) define a population as an assortment of objectives with information from which a researcher can make an inference. ArcelorMittal South Africa is the biggest company in South Africa's steel industry, employing about 9 000

permanent employees across its business units in South Africa. The company's head office is located at Vanderbijlpark, which is also its biggest business unit (ArcelorMittal (b), 2017).

The research was conducted amongst permanent steel industry employees in areas of production, technical, and managerial functions. The population sample constituted permanent employees in the production, technical and managerial functions at Vanderbijlpark Works. Vanderbijlpark Works had an estimated total staff complement of 4 736 permanent employees in 2017, categorised as follows: 2 361 production employees; 1 637 technical employees; and 738 managerial employees (ArcelorMittal (b), 2017). The combined number of production and maintenance employees in non-managerial roles totaled 3 998 (approximately 84% of the staff complement), while 738 managerial employees constituted approximately 16% of the staff complement (ArcelorMittal (b), 2017).

### **5.2.2 Sample**

A sample is the selection of a subset of a population for inclusion in a study, which saves money, time and effort, while providing valid, reliable, and useful results, if done properly (Hair et al., 2015). When sampling is conducted poorly, the study's findings may have little scientific and practical value (Hair et al., 2015). Creswell and Poth (2017) describe two types of sampling, namely probability and non-probability. Probability sampling refers to the extent to which a researcher determines in advance that each element of the population will be represented, while non-probability sampling refers to the extent to which a researcher has no way of guaranteeing that each element of the population will be represented in the sample (Saunders et al., 2016). Probability sampling has been described by Hair et al. (2015) as involving a selection of a representative sample from the population, using a random procedure to ensure objectivity when selecting the sample. This study utilised the stratified sampling method, which forms part of probability sampling (Tredoux & Durrheim, 2013). This was used to ensure the inclusion of employees from different departments (production, technical, and managerial). The stratified sampling method identifies a subset of and gives each element of the population under study a chance to be selected (Rasch & Schott, 2018).

The study was conducted at ArcelorMittal S.A., Vanderbijlpark Works, which is the biggest steel company in South Africa. ArcelorMittal S.A., Vanderbijlpark Works, has several plants that work in synergy to produce and process steel and steel products. The plants' operations are homogeneous to the operations of all steel industry organisations in South Africa and across the globe. These plants are Coke and Iron Making, Steel Making, Hot Rolling, Cold Rolling, Engineering Services, and Quality Management. The plants are essentially designed, based on the same organisational management or structure principles, for example, there is a production and a maintenance/technical team, as well as supervisory and management personnel. The departments of Human Resources, Safety, Health, Risk and Quality, Finance, Marketing, Communications, Procurement, Internal Audit, Legal and Business Improvement offer support services to the core business of producing steel. There are scheduled monthly works meetings that ensure that all processes within the steelmaking business are aligned.

ArcelorMittal S. A., Vanderbijlpark Works, comprises 4 736 permanent employees (ArcelorMittal, 2017). Saunders and Thornhill (2019) indicate that an entire study population of 5 000 (permanent employees) requires a sample size of at least 357 (permanent employees) to provide a 95% confidence level. A reliable and valid sample should enable a researcher to generalise findings from the sample population, and to reflect the population parameters as closely as possible within a narrow margin of errors (Saunders & Thornhill, 2019).

### **5.2.3 Respondent profiles**

Table 5.1 below presents the frequency results of the respondents' age, gender, tenure and different company.

#### *5.2.3.1 Gender distribution*

Table 5.1 below indicates that male respondents constituted (274) 67.9% of the population, compared to (130) 32,1% female respondents. This shows a male-dominant work environment.

Table 5.1: *Frequency results of age, gender, tenure, and different company*

Category		Frequency	Percentage
Gender	Male	275	67.9
	Female	130	32.1
Age	16-20	32	7,9
	21-25	27	6,7
	26-35	113	27,9
	36-45	104	25,7
	46-55	114	28,1
	55-60	12	3,0
	60+	3	0,7
Job level	Management	23	5.7
	Middle-management	70	17.3
	Bargaining-category	75	18.5
	Others	237	58.6
Tenure	0-3 years	72	17,8
	4-10 years	90	22,2
	11-15 years	117	28,9
	16-20 years	51	12,6
	20 + years	75	18,5
Experience with different companies	Only 1 company	183	45,2
	2 different companies	138	34,1
	3 different companies	52	12,8
	More than 3 different companies	32	7,9

### 5.2.3.2 *Age distribution of the sample*

Table 5.1 above indicates that the age group 46-55 comprised 28.1% of the respondents, followed by the age group of 26-35 years, comprising 27.9 %. The age category of 60+ years comprised the lowest number of respondents, namely 0.7%, followed by the age group 55-60 years, which comprised 3.0% of the total number of respondents.

### 5.2.3.3 *Job level distribution of the sample*

Table 5.1 above indicates that 58.6% of the respondents stated that they worked in the “other” category, while 18.5% worked in bargaining, 17.3% were middle management, and 5.7% were senior management.

### 5.2.3.4 *Tenure distribution of the sample*

Table 5.1 indicates that 28.9% of the participants had 11-15 years of work experience. A total of 22.2% indicated 4-10 years of experience, while 18.5% had 20+years, 17.8% were between 0-3 years, and 12.6% participants had 16-20 years of work experience.

### 5.2.3.5 *Experience at different companies*

Table 5.1 above indicates that 45.2% of the participants have worked at merely one company. A total of 34.1% of the participants have worked at two companies, while 12.8% of the participants worked at three companies before, and 7.9% of the participants have worked at more than three other companies.

## **5.3 MEASURING INSTRUMENTS**

Choosing and motivating the psychometric battery

Copies of a questionnaire were distributed to the participants, consisting of four sections: demographic data; employee motivation; organisational commitment; and organisational justice.

The instruments used are outlined below.

A *Job Content Questionnaire* (JCQ) (Karasek et al., 1998) consisted of 38 items, which uses a five-point Likert scale (1= strongly disagree; 5= strongly agree). The JCQ was used to measure three components of employee motivation, namely intrinsic motivation, extrinsic motivation, and motivation theory. Example items of the

measure are: 'I feel a sense of personal satisfaction when I do this job well'; 'I am satisfied with the salary I receive'; and 'When something goes wrong at work, I usually contribute it to external factors'. Karasek et al. (1998) reported a Cronbach alpha coefficient, ranging from XX for the scores from the JCQ. In the current study the Cronbach alpha coefficients for scores from the JCQ ranged from .60 to .80.

The *Organisational Commitment Scale* (OCS) (Meyer & Allen, 1997) consisted of 24 items, using the five-point Likert scale (1=strongly disagree; 5 = strongly agree). The OCS measured three dimensions of organisational commitment, namely Affective Commitment (AC), Normative Commitment (NC), and Continuance Commitment (CC). Example items of the measure include: 'This organisation has a great deal of personal meaning for me'; 'I feel that I have too few options to consider leaving this organisation'; and 'Things were better in the days when people stayed with one organisation for most of their career'. Meyer and Allen (1997) state the scale's Cronbach alpha coefficient is 0.83–0.90. The present study obtained an internal consistency coefficient of .60 to .80.

The *Organisational Justice Questionnaire* (OJQ) (Colquitt, 2001) consisted of 20 items designed to gather employee responses, which relate to how they perceive organisational justice in the organisation. The OJQ is a self-reported measure, scored on a Likert scale format, ranging from 1 (to a small extent) to 5 (to a large extent), with higher scores indicating a higher level of perceived organisational justice. Example items of the measure are: 'Are you able to express your views during those procedures'; 'Are those outcomes appropriate for the work you have completed'; 'Does he/she treat you with dignity'; and 'Is he/she candid when communicating with you'? The OJQ measured four dimensions, namely procedural justice, distributive justice, interactional justice, interactional justice, and informational justice. The present study obtained a Cronbach alpha coefficient, which ranged from .86 to .95, which is above the guideline recommendation of .70 (Cohen et al., 2018).

#### **5.4 RESEARCH PROCEDURE AND DATA COLLECTION**

The researcher applied for ethical clearance approval from UNISA's research supervising department, which he received. The researcher completed the gatekeeper application and appointed a fieldworker who assisted with distributing the questionnaires. The fieldworker also collected the completed questionnaires to avert any conflict of interest, as the researcher is employed in the S.A. steel industry. The gatekeeper introduced the researcher's fieldworker to the organisation's stakeholders.

The fieldworker used the gatekeeper's consent to access the organisation and stakeholders to conduct the research study survey within the steel industry organisation on behalf of the researcher. The researcher's fieldworker used the gatekeeper's consent to explain to the participants that, which the research study topic entailed and involved. The researcher sought permission to administer the questionnaire from the university's Higher Research Committee.

The fieldworker, on behalf of the researcher, sought permission to administer the questionnaire from management at the S.A. steel industry organisation. Participants completed an informed consent form, indicating the questionnaire's objectives. Participants completed both the questionnaires and consent forms as acknowledgement of granting permission regarding their involvement in the research and confirmation to agreeing to participate voluntarily.

The researcher and fieldworker observed and ensured participants' confidentiality during the entire research process. The fieldworker distributed questionnaires to the study sample, comprising permanent S.A. steel industry employees in the Vaal region of the Gauteng Province.

The completed questionnaires from the study sample were collected by the researcher's appointed fieldworker within a reasonable time frame of fourteen working days. The questionnaires posed questions on organisational justice, employee motivation, and organisational commitment. Demographic questions were also included in the questionnaires.

## 5.5 DATA ANALYSIS

Data was analysed through the Statistical Package for Social Sciences (SPSS) version 25 programme in four stages. SPSS allows for more dimensions to statistical charting and tests, which improved feedback statistics for this study's S.A. steel employees' sample population.

### *Stage 1: Confirmatory Factor Analysis (CFA)*

In stage 1 CFA was used to determine the factor structure and the reliability of organisational justice, employee motivation, and organisational commitment. Principal Component Analysis (PCA) and the Varimax with Kaiser Normalisation rotation method were used. The researcher decided that for items with significant loadings ( $>.30$ ) or more, this would be considered (Tabachnick & Fidell, 2016).

*Cronbach alpha*,  $\alpha$  (or coefficient alpha), developed by Lee Cronbach in 1951, measures reliability, or internal consistency (Colquitt et al., 2017). According to Colquitt et al. (2017), Cronbach's alpha tests the reliability of multiple-question Likert scale surveys. These questions measure latent variables that are difficult to measure in real life and Cronbach's alpha will inform if the test was designed accurately to measure the variable of interest (Tabachnick & Fidell, 2016). Cronbach's alpha reliability was used in this study to measure the internal consistency of the OJQ, JCQ, and OCS (Hair et al., 2010). A Cronbach's alpha coefficient test with a significance level ( $\alpha$ ) of .05 was calculated for instruments (Tabachnick & Fidell, 2016). A Cronbach alpha coefficient value of .60 was accepted (Cohen et al., 2013).

### *Stage 2: Descriptive statistics (mean standard deviation)*

The section below presents a description of the mean, standard deviation, and Cronbach alpha. Colquitt et al. (2017) state descriptive research applies to means, frequencies, standard deviations, and Cronbach's alphas (internal consistency reliabilities) of the constructs in the study. Organisational justice, employee motivation, and organisational commitment comprised this study's constructs.

The mean can be described as a statistical model of the centre of the distribution of the scores (spread) of a set of data (Colquitt et al., 2017). Colquitt et al. (2017) describes statistical mean as that, which is similar to a mathematical average that results from dividing all numbers in a data set by the total number of data points.

Colquitt et al. (2017) describe standard deviation as an estimation of the average variability and measures the deviation of a dataset relative to its mean. If the datasets are further from the mean, there is a higher deviation within the data set, which means the existence of a higher standard deviation (Colquitt et al., 2017).

### *Stage 3: Correlation analysis*

Correlations were used to determine the direction and strength of the relationship between organisational justice and employee motivation (as independent variables), as well as organisational commitment (as the dependent variable). Pearson's product-moment correlation coefficient ( $r$ ) is a measure of the extent of the relationship between variables, which ranges from  $-1$  or  $+1$  (Hair et al., 2010). A correlation coefficient near  $-1$  or  $+1$  indicates a strong negative or positive relationship between variables. For this study a statistical significance value was set at a 95% confidence level ( $p \leq .05$ ) (Cohen, 1992).

### *Stage 4: Hierarchical multiple regression*

Hierarchical regression measures a relationship between variables and formulates a model with the results (Tabachnick & Fidell, 2016). With hierarchical regression researchers are interested in testing theoretical assumptions and examining the influences of several independent variables or predictors in a sequential manner so that relative importance of a predictor may be judged on the basis of how much it adds to the prediction of a criterion or dependent variable (Tabachnick & Fidell, 2016). Hierarchical regression was conducted to determine if the demographical variables (age, gender, educational level, tenure, and job levels), organisational justice, and employee motivation predict organisational commitment. For this study,  $R^2$  values larger than .20 (large effect) at  $p \leq 0.05$  (Cohen, 1992) were considered to be practically significant (Tabachnick & Fidell, 2016). Prior to performing the hierarchical regression, multi-collinearity was explored to ensure that the zero-order correlations were below the level of concern ( $r \geq 0.80$ ), that the variance inflation

factors did not exceed 10, and that the tolerance values were close to 1 .0 (Tabachnick & Fidell, 2016).

*Stage 5:* An independent sample t-test was used for the gender variable, while *Analysis of variance* (ANOVA) was used to analyse the mean differences between age, gender, tenure, and job level variables. It was decided to set a cut-off point of  $\leq .05$  for the statistical significance of the findings (Tabachnick & Fidell, 2016).

## 5.6 FORMULATION OF RESEARCH HYPOTHESES

According to Tabachnick and Fidell (2016), the importance of hypothesis formulation drives from their capability to bring focus and direction, as well as specificity to a given study. The hypotheses guide the researcher through the collection of specific information, as it offers greater focus (Tabachnick & Fidell, 2016). The literature review discussed in Chapters 2, 3, and 4 led to several research hypotheses, which are outlined in the table below.

Table 5.2: *Link between empirical research aims, hypotheses and data analysis procedure*

Empirical research aims	Research hypothesis	Statistical procedure
<p><b>Research aim 1:</b> To determine the relationship between organisational justice, employee motivation, and organisational commitment at a S.A. steel industry organisation.</p>	<p>H01: There is no statistically significant relationship that exists between organisational justice, employee motivation, and organisational commitment.</p> <p>Ha1: There is a statistically significant relationship that exists between organisational justice, employee motivation, and organisational commitment.</p>	<p>Correlation analysis</p>

Empirical research aims	Research hypothesis	Statistical procedure
<p><b>Research aim 2:</b> To determine whether demographical variables (age, gender, job level, and tenure), organisational justice, and employee motivation predict organisational commitment.</p>	<p>Demographical variables (age, gender, job level and tenure), organisational justice, and employee motivation do not positively or significantly predict organisational commitment.</p> <p>Ha2: Demographical variables (age, gender, job level, and tenure), organisational justice, and employee motivation positively and significantly predict organisational commitment.</p>	<p>Regression analysis</p>
<p><b>Research aim 3:</b> To determine whether significant differences exist between organisational justice, employee motivation, and organisational commitment in terms of the demographical variables (age, gender, job level, and tenure) in a sample of employees in the S.A. steel industry.</p>	<p>H03: There are no significant differences that exist between organisational justice, employee motivation, and organisational commitment with the demographical variables (age, gender, job level, and tenure),</p> <p>Ha3: There are significant differences that exist between organisational justice, employee motivation, and organisational commitment with the demographical variables (age, gender, job level, and tenure).</p>	<p>Significant differences</p>

Note: H0 (null hypothesis); Ha (alternative hypothesis)

## 5.7 ETHICAL CONSIDERATIONS

The research study sought to protect respondents against physical harm, discomfort, embarrassment, discomfort, as well as loss of privacy by following the three guidelines below (Cooper & Schindler 2014):

- The benefits of the research should be explained;
- The respondents' rights and protection should be duly explained to them; and
- The researcher must obtain informed consent from all participants.

For this research study the researcher committed to the confines and guidelines of the University of South Africa's (Unisa) ethical policy document (Unisa, 2014), which states that the research should be for the public's good and benefit. It mentions further the importance of upholding participants' respect and rights. Participants were informed of their rights and freedom to withdraw from participation at will and whenever they desired to do so. In this study the researcher observed diversity and embraced the inherent differences amongst different cultures and engaged participants both fairly and justly. The researcher ensured that the research was transparent, showing integrity and accountability, whilst ensuring neither risk nor exploitation of any of the participants.

## **5.8 CHAPTER SUMMARY**

A quantitative research design was used to investigate the relationship between organisational justice, employee motivation, and organisational commitment amongst employees in the S.A. steel industry. Salkind (2017) describes quantitative data as that, which relates to data collection instruments such as a questionnaire or graphical data for statistical analysis. The research design was the roadmap for conducting this research and served as a guideline for the research's structure. Colquitt et al. (2017) describe research design as the blueprint that guides the researcher to answer the research questions.

In the South African steel industry, there are more underlying factors that lead to high employee turnover. The industry's high employee turnover rate is threatening its competitiveness. The study used a quantitative research design to explore factors from previous literature sources on employee retention.

This approach helped the study to formulate hypotheses that were used to collect data to determine empirical evidence, supporting the hypothesis that existed (Salkind, 2017).

## CHAPTER 6: RESEARCH RESULTS

This chapter focuses on the results of the statistical analyses, which were conducted to answer the hypotheses that were formulated for this study. The results of the empirical research aims are reported here in the form of tables. The results were interpreted and integrated with the literature review. The chapter begins by presenting outlines of the item analysis, dimensionality analysis, descriptive statistics, correlations, and inferential multivariate techniques.

### 6.1 ITEM ANALYSIS

#### 6.1.1 Item analysis of organisational justice questionnaire

The organisational justice factor was measured by using the Organisational Justice Questionnaire (OJQ), developed by Colquitt (2001). It is a 20-item instrument, which measured four dimensions, namely procedural justice, distributive justice, interactive justice, and informational justice.

##### 6.1.1.1 *Procedural justice*

The procedural justice subscale has an internal consistency reliability coefficient of .954, which is good as it is above 0.70 (Pallant, 2016). The corrected item-total correlation values should all correlate above 0.30 (Pallant, 2016). The corrected item-total correlations and squared multiple correlations were above .30. The inter-item correlation matrix values ranged from .617 to .870, which indicated a strong relationship among items (Tabachnick & Fidell, 2014). None of the items were regarded as problematic and, therefore, all the items were retained. The procedural justice subscale results are presented in Table 6.1 below.

Table 6.1: Reliability analysis output for the procedural justice subscale

Reliability statistics		
Cronbach's Alpha based on Cronbach's Standardized Alpha		
	Items	N of Items
0.954	0.954	7

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OJ Q1	19.12	29.207	0.750	0.653	0.953
OJ Q2	19.21	28.268	0.853	0.761	0.945
OJ Q3	19.25	28.087	0.855	0.778	0.945
OJ Q4	19.22	27.897	0.857	0.824	0.945
OJ Q5	19.21	27.646	0.870	0.820	0.944
OJ Q6	19.21	27.404	0.852	0.751	0.945
OJ Q7	19.11	28.050	0.846	0.733	0.946

Inter-item correlation matrix							
	OJQ1	OJQ2	OJQ3	OJQ4	OJQ5	OJQ6	OJQ7
OJ Q1	1.000	0.779	0.651	0.617	0.622	0.668	0.724
OJ Q2	0.779	1.000	0.774	0.730	0.737	0.768	0.750
OJ Q3	0.651	0.774	1.000	0.850	0.798	0.739	0.733
OJ Q4	0.617	0.730	0.850	1.000	0.870	0.750	0.734
OJ Q5	0.622	0.737	0.798	0.870	1.000	0.809	0.768
OJ Q6	0.668	0.768	0.739	0.750	0.809	1.000	0.794
OJ Q7	0.724	0.750	0.733	0.734	0.768	0.794	1.000

### 6.1.1.2 *Distributive justice*

The distributive justice subscale had an internal consistency coefficient of .945, which is good as it was above .70 (Cohen et al., 2016). The correlations should all load above .30. In terms of the meaning subscale, all the correlated items' total correlations and square multiple correlations were above .30. The inter-item correlation matrix values ranged from .775 to .866, which indicated a strong relationship among the items (Pallant, 2016). None of the items were viewed as problematic, and hence all items were retained. The procedural justice subscale results are presented below in Table 6.2.

Table 6.2: *Reliability analysis output for the procedural justice subscale*

Reliability statistics		
Cronbach's		
Alpha based on		
Cronbach's	Standardized	
Alpha	Items	N of Items
0.945	0.945	4

Item-total statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected if Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OJ Q8	9.57	7.568	0.865	0.782	0.929
OJ Q9	9.54	7.576	0.879	0.804	0.925
OJ Q10	9.49	7.424	0.875	0.785	0.926
OJ Q11	9.42	7.349	0.854	0.754	0.933
Inter-item correlation matrix					
OJ Q8	1.000	0.866	0.782	0.783	
OJ Q9	0.866	1.000	0.821	0.775	
OJ Q10	0.782	0.821	1.000	0.846	
OJ Q11	0.783	0.775	0.846	1.000	

### 6.1.1.3 Interactive justice

The interactive justice subscale had an internal consistency coefficient of .914, which is good as it was above .70 (Cohen et al., 2016). The correlations should all load above .30. In terms of the meaning subscale, all the correlated items' total correlations and square multiple correlations were above .30. The inter-item correlation matrix values ranged from .623 to .812, which indicated a strong relationship among items (Pallant, 2016). None of the items were viewed as problematic, and hence all the items were retained. The interactive justice subscale results are presented below in Table 6.3.

Table 6.3: Reliability analysis output for the interactive justice subscale

Reliability statistics					
Cronbach's		Alpha based on			
Cronbach's	Standardized				
Alpha	Items	N of Items			
0.913	0.914	4			

Item-total statistics					
Scale	Mean if	Corrected	Squared	Cronbach's	
Item Deleted if Item Deleted	Scale Variance	Item-Total Correlation	Multiple Correlation	Alpha if Item Deleted	
OJ Q12	11.19	5.141	0.779	0.676	0.895
OJ Q13	11.16	5.190	0.839	0.760	0.876
OJ Q14	11.11	4.808	0.850	0.751	0.869
OJ Q15	11.10	5.118	0.745	0.616	0.907

Inter-item correlation matrix				
	OJQ12	OJQ13	OJQ14	OJQ15
OJ Q12	1.000	0.812	0.701	0.623
OJ Q13	0.812	1.000	0.796	0.648
OJ Q14	0.701	0.796	1.000	0.777
OJ Q15	0.623	0.648	0.777	1.000

#### 6.1.1.4 Informational justice

The informational justice subscale had an internal consistency coefficient of .927, which is good as it was above .70 (Cohen et al., 2016). The correlations should all load above .30. In terms of the meaning subscale, all the correlated items' total correlations and square multiple correlations were above .30. The inter-item correlation matrix values ranged from .591 to .810, which indicated a strong relationship among items (Pallant, 2016). None of the items were viewed as problematic; hence all the items were retained. The informational justice subscale results are presented below in Table 6.4.

Table 6.4: Reliability analysis output for the informational justice subscale

Reliability statistics		
Cronbach's		
Alpha based on		
Cronbach's	Standardized	
Alpha	Items	N of Items
0.926	0.927	5

Item-total statistics							
Scale	Variance	if	Corrected	Item-Total	Squared	Multiple	Cronbach's
Item Deleted			Correlation		Correlation		Alpha if
							Item Deleted
11.048			0.759		0.676		0.919
10.338			0.849		0.773		0.901
10.195			0.846		0.752		0.902
10.103			0.804		0.719		0.910
10.222			0.783		0.636		0.914

Item-total statistics						
	Scale Mean	if	Scale	Corrected	Squared	Cronbach's
	Item Deleted		Variance	Item-Total	Multiple	Alpha if Item
			Item Deleted	Correlation	Correlation	Deleted
OJ Q16	14.49		11.048	0.759	0.676	0.919
OJ Q17	14.58		10.338	0.849	0.773	0.901
OJ Q18	14.58		10.195	0.846	0.752	0.902
OJ Q19	14.62		10.103	0.804	0.719	0.910
OJ Q20	14.60		10.222	0.783	0.636	0.914

Inter-item correlation matrix					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
	OJ1Q6	OJQ17	OJQ18	OJQ19	OJQ20
OJ Q16	1.000	0.810	0.679	0.591	0.654
OJ Q17	0.810	1.000	0.793	0.703	0.692
OJ Q18	0.679	0.793	1.000	0.804	0.697
OJ Q19	0.591	0.703	0.804	1.000	0.749
OJ Q20	0.654	0.692	0.697	0.749	1.000

### 6.1.2 Item analysis of employee motivation scale

Employee motivation was measured, using the Job Content Questionnaire (JCQ). The JCQ is a 24-item instrument, developed by Karasek et al. (1998). This scale was used to test for internal consistency reliability as a multi-dimensional scale between intrinsic motivation, extrinsic motivation, and motivation theory.

#### 6.1.2.1 *Intrinsic motivation*

The intrinsic motivation scale had a Cronbach alpha coefficient of .871. According to Tabchnick and Fidell (2016), acceptable values for Cronbach's alpha should be equal to, or greater than .70; thus, rendering the internal consistency reliability of all the intrinsic motivation scales acceptable or satisfactory. Table 6.1 below indicates that the Item-total statistics correlated the item-total correlation column in which the values indicate the extent to which each item correlated with the total score. The correlated item-total correlation values should not be below a cut-off of 0.30, as this would indicate that the item is measuring something different from the subscale. The correlated item-total correlations and the squared multiple correlations for the intrinsic motivation subscale were greater than .30, except for item MOQ10. The inter-item correlations matrix values ranged from .302 to .747, indicating a moderate to high relationship among the items (Pallant, 2016). In terms of the intrinsic motivation subscale, no items were problematic; hence all the items on the subscale were retained. The intrinsic motivation results are shown in Table 6.5 below.

Table 6.5: Reliability analysis output for the intrinsic motivation subscale

Reliability statistics		
	Cronbach's	
	Alpha based on	
Cronbach's	Standardized	
Alpha	Items	N of Items
0.872	0.871	8

Item-total statistics					
Scale	Mean	if Scale	Corrected	Squared	Cronbach's
Item	Deleted	Variance	if Item-Total	Multiple	Alpha if Item
Deleted	Item Deleted	Item Deleted	Correlation	Correlation	Deleted
MO Q1	27.00	13.193	0.683	0.505	0.850
MO Q2	26.81	13.683	0.587	0.366	0.860
MO Q3	26.87	14.087	0.522	0.300	0.867
MO Q4	26.80	14.248	0.521	0.288	0.867
MO Q5	27.04	12.902	0.757	0.649	0.841
MO Q6	26.96	12.917	0.743	0.622	0.843
MO7	26.75	13.748	0.593	0.367	0.859
MO8	27.05	13.626	0.610	0.413	0.858

Inter-item correlation matrix								
	MO1	MO2	MO3	MO4	MO5	MO6	MO7	MO8
MO1	1.000	0.421	0.400	0.381	0.648	0.614	0.443	0.548
MO2	0.421	1.000	0.454	0.385	0.491	0.486	0.431	0.359
MO3	0.400	0.454	1.000	0.302	0.427	0.394	0.403	0.338
MO4	0.381	0.385	0.302	1.000	0.447	0.439	0.426	0.335
MO5	0.648	0.491	0.427	0.447	1.000	0.747	0.444	0.576
MO6	0.614	0.486	0.394	0.439	0.747	1.000	0.490	0.551
MO7	0.443	0.431	0.403	0.426	0.444	0.490	1.000	0.420
MO8	0.548	0.359	0.338	0.335	0.576	0.551	0.420	1.000

### 6.1.2.2 Extrinsic motivation

The extrinsic motivation scale had a Cronbach alpha coefficient of .858. According to Tabachnick and Fidell (2016), acceptable values for Cronbach alpha should be equal to or greater than .70; thus, the internal consistency reliability of all the intrinsic motivation scales was acceptable or satisfactory. Table 6.6 below indicates that the Item-total statistics correlated with the item-total correlation column, in which the values showed the extent to which each item correlated with the total score. The correlated item-total correlation values should not be below a cut-off of 0.30, as this would indicate that the item is measuring something different from the subscale. The correlated item-total correlations and the squared multiple correlations for the extrinsic motivation subscale were greater than .30. The inter-item correlations matrix values ranged from .324 to .595, indicating a moderate to high relationship among the items (Pallant, 2016). In terms of the extrinsic motivation subscale, no items were problematic; hence all the items on the subscale were retained. The extrinsic motivation results are shown in Table 6.6 below.

Table 6.6: Reliability analysis output for the extrinsic motivation subscale

Reliability statistics		
Cronbach's Alpha based on		
Cronbach's Alpha	Standardized Items	N of Items
0.858	0.860	8

Item-total statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected if Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MO 9	23.88	23.881	0.692	0.534	0.833
MO 10	23.91	23.489	0.614	0.438	0.840
MO 11	24.03	22.720	0.647	0.460	0.836
MO 12	23.77	24.310	0.578	0.414	0.844
MO 13	23.73	24.335	0.581	0.359	0.844
MO 14	24.24	24.183	0.561	0.353	0.846
MO 15	23.65	24.253	0.567	0.382	0.845
MO 16	23.94	23.362	0.595	0.380	0.843

Inter-item correlation matrix								
	MO9	MO10	MO11	MO12	MO13	MO14	MO15	MO16
MO9	1.000	0.408	0.456	0.595	0.474	0.442	0.550	0.508
MO10	0.408	1.000	0.573	0.351	0.468	0.489	0.377	0.393
MO11	0.456	0.573	1.000	0.410	0.460	0.455	0.360	0.495
MO12	0.595	0.351	0.410	1.000	0.369	0.327	0.496	0.390
MO13	0.474	0.468	0.460	0.369	1.000	0.341	0.426	0.393
MO14	0.442	0.489	0.455	0.327	0.341	1.000	0.324	0.447
MO15	0.550	0.377	0.360	0.496	0.426	0.324	1.000	0.363
MO16	0.508	0.393	0.495	0.390	0.393	0.447	0.363	1.000

### 6.1.2.3 *Motivation theory*

The motivation theory scale had a Cronbach alpha coefficient of .759. According to Tabachnick and Fidell (2016), acceptable values for Cronbach alpha should be equal to or greater than .70; thus, the internal consistency reliability of for all the intrinsic motivation scales was acceptable or satisfactory. Table 6.7 below indicates that the Item-total statistics correlated with the item-total correlation column, in which the values showed the extent to which each item correlated with the total score. The correlated item-total correlation values should not be below a cut-off of 0.30, as this would indicate that the item is measuring something different from the subscale. The correlated item-total correlations and the squared multiple correlations for the motivation theory subscale were greater than .30. The inter-item correlations matrix values ranged from .307 to .499, indicating a moderate relationship among the items (Pallant, 2016). Concerning the motivation theory subscale, no items were problematic; hence all the items on the subscale were retained. The motivation theory results are shown in Table 6.7 below.

Table 6.7: Reliability analysis output for the motivation theory subscale

Reliability statistics					
Cronbach's					
Alpha based on					
Cronbach's	Standardized				
Alpha	Items	N of Items			
0.744	0.759	5			

Item-total statistics					
	Scale	Mean Scale	Corrected	Squared	Cronbach's
	if	Item Variance	if Item-Total	Multiple	Alpha if Item
	Deleted	Item Deleted	Correlation	Correlation	Deleted
MO Q17	19.47	13.844	0.547	0.358	0.694
MO Q18	19.33	14.667	0.550	0.345	0.699
MO Q19	19.72	13.899	0.481	0.338	0.709
MO Q20	19.37	14.773	0.524	0.327	0.703
MO Q21	19.52	15.547	0.403	0.320	0.726

Inter-Item Correlation Matrix					
	MOQ17	MOQ18	MOQ19	MOQ20	MOQ21
MO Q17	1.000	0.499	0.439	0.392	0.336
MO Q18	0.499	1.000	0.424	0.361	0.344
MO Q19	0.439	0.424	1.000	0.439	0.277
MO Q20	0.392	0.361	0.439	1.000	0.400
MO Q21	0.336	0.344	0.307	0.400	1.000

### 6.1.3 Item analysis of organisational commitment scale

Organisational commitment was measured, using Meyer and Allen's (1997) measurement organisational commitment scale. The organisational commitment scale (OCS) consisted of 24 item instruments, which measured three dimensions of organisational commitment (affective, continuance, and normative commitment). Item analysis was conducted for each of the three subscales separately.

### 6.1.3.1 Affective commitment

The affective commitment subscale has an internal consistency coefficient of .868, which is good, as it was above .70 (Cohen, Manion & Morrison, 2016). The correlated items should all load above .30. In terms of the meaning subscale, all the correlated items, total correlations, and square multiple correlations were above .30. The inter-item correlation matrix values ranged from .464 to .734, which indicated a moderate to strong relationship among the items (Pallant, 2016). Items COQ4 to COQ9 were viewed as problematic and were hence excluded. The affective commitment subscale results are presented in Table 6.8 below.

Table 6.8: Reliability analysis output for the affective commitment subscale

Reliability statistics		
Cronbach's		
Alpha based on		
Cronbach's	Standardized	
Alpha	Items	N of Items
0.866	0.868	5

Item-total statistics					
	Scale	Mean Scale	Corrected	Squared	Cronbach's
	if	Item Variance	if Item-Total	Multiple	Alpha if Item
	Deleted	Item Deleted	Correlation	Correlation	Deleted
CO Q1	13.89	8.642	0.727	0.577	0.827
CO Q2	13.80	8.535	0.784	0.641	0.813
CO Q3	13.64	9.285	0.683	0.478	0.839
CO Q4	13.64	9.444	0.631	0.413	0.851
CO Q5	14.12	8.686	0.627	0.396	0.856

Inter-Item Correlation Matrix					
	MOQ17	MOQ18	MOQ19	MOQ20	MOQ21
CO1	1.000	0.734	0.568	0.514	0.550
CO2	0.734	1.000	0.629	0.578	0.576
CO3	0.568	0.629	1.000	0.559	0.501
CO4	0.514	0.578	0.559	1.000	0.464
CO5	0.550	0.576	0.501	0.464	1.000

### 6.1.3.2 Continuanance commitment

The continuance commitment subscale had an internal consistency coefficient of .849, which is good as it was above .70 (Cohen et al., 2016). The correlated items should all load above .30. In terms of the meaning subscale, all the correlated items, total correlations, and multiple square correlations were above .30. The inter-item correlation matrix values ranged from .399 to .604, which indicated a moderate to strong relationship among the items (Pallant, 2016). Items COQ13, COQ15, and COQ17 were viewed as problematic and were hence excluded. The continuance commitment subscale results are presented in Table 6.9 below.

Table 6.9: Reliability analysis output for the continuance commitment subscale

Reliability statistics		
	Cronbach's	
	Alpha based on	
Cronbach's	Standardized	
Alpha	Items	N of Items
0.847	0.849	6

Item-total statistics						
	Scale					
	Mean	if Scale	Corrected	Squared	Cronbach's	
	Item	Variance	if Item-Total	Multiple	Alpha if Item	
	Deleted	Item Deleted	Correlation	Correlation	Deleted	
CO Q6	17.99	10.398	0.673	0.537	0.814	
CO Q7	17.81	9.988	0.702	0.517	0.808	
CO Q8	17.75	10.849	0.558	0.329	0.835	
CO Q9	17.79	9.952	0.639	0.418	0.821	
CO Q10	17.83	10.331	0.678	0.551	0.813	
CO Q11	17.90	10.554	0.539	0.309	0.840	

Inter-item correlation matrix						
	MOQ6	MOQ7	MOQ8	MOQ9	MOQ10	MOQ11
CO Q6	1.000	0.604	0.407	0.469	0.687	0.399
CO Q7	0.604	1.000	0.475	0.534	0.621	0.423
CO Q8	0.407	0.475	1.000	0.491	0.388	0.400
CO Q9	0.469	0.534	0.491	1.000	0.476	0.469
CO Q10	0.687	0.621	0.388	0.476	1.000	0.410
CO Q11	0.399	0.423	0.400	0.469	0.410	1.000

### 6.1.3.3 Normative commitment

The normative commitment subscale had an internal consistency coefficient of .842, which is good as it was above .70 (Cohen et al., 2016). The correlated items should all load above .30. In terms of the meaning subscale, all the correlated items, total correlations, and square multiple correlations were above .30. The inter-item correlation matrix values ranged from .464 to .734, which indicated a moderate to strong relationship among the items (Pallant, 2016). Items COQ20, COQ21, and COQ22 were viewed as problematic, and were hence excluded. The meaning subscale results are presented below in Table 6.10

Table 6.10: Reliability analysis output for the normative commitment subscale

Reliability statistics		
Cronbach's Alpha based on		
Cronbach's Alpha	Standardized Items	N of Items
0.839	0.842	4

Item-total statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
COQ12	8.54	7.402	0.702	0.556	0.783
COQ13	8.50	7.473	0.731	0.548	0.771
COQ14	8.57	7.340	0.753	0.605	0.761
COQ15	8.54	7.992	0.521	0.283	0.865

Inter-item correlation matrix				
	COQ12	COQ13	COQ14	COQ15
COQ12	1.000	0.646	0.712	0.418
COQ13	0.646	1.000	0.685	0.497
COQ14	0.712	0.685	1.000	0.474
COQ15	0.418	0.497	0.474	1.000

## 6.2 DIMENSIONALITY ANALYSIS

### 6.2.1 Dimensionality of organisational justice

The organisational justice scale achieved a KMO index value of .941, and Bartlett's Test of Sphericity value was 8698,37 (df = 190; p< 0.000). This indicated that factor analysis could be conducted. A simple principal component analysis was carried out with the 20 items of OJQ. An analysis of the eigenvalue (>1.00) indicated that one factor could be extracted and explained 72.96% of the variance. Factor analysis results with loadings of variables and communalities showed that items loaded on only one factor, organisational justice. The factor loadings were all above .50, as depicted in Table 6.11 below.

Table 6.11: *Factor matrix for the organisational justice scale*

	Factor 1	Factor 2	Factor 3	Factor 4
OJ Q1	0.591			
OJ Q2	0.766			
OJ Q3	0.798			
OJ Q4	0.788			
OJ Q5	0.795			
OJ Q6	0.752			
OJ Q7	0.753			
OJ Q8		0.805		
OJ Q9		0.755		
OJ Q10		0.732		
OJ Q11		0.643		
OJ Q12			0.715	
OJ Q13			0.766	
OJ Q14			0.673	
OJ Q15			0.726	
OJ Q16			0.766	
OJ Q17			0.717	
OJ Q18			0.640	
OJ Q19			0.639	
OJ Q20			0.627	

## 6.2.2 Dimensionality analysis of employee motivation

The employee motivation scale achieved a KMO index value of .836, while Bartlett's Test of Sphericity value was 3886,55 (df = 253;  $p < 0.000$ ). This indicated that factor analysis could be conducted. The employee motivation scale was found to be multi-dimensional. Three factors were found with eigenvalues of 4.995 for intrinsic motivation, 4.154 for extrinsic motivation, and 2.671 for motivation theory. Intrinsic motivation accounted for 19.98%, extrinsic motivation for 18.43%, and motivation theory for 12.98% of the variances. The factor loadings were all above .50, as depicted in Table 6.12 below.

Table 6.12: *Factor matrix for employee motivation scale*

	Factor 1	Factor 2	Factor 3
MO Q1	0.830		
MO Q2	0.823		
MO Q3	0.775		
MO Q4	0.709		
MO Q5	0.702		
MO Q6	0.672		
MO Q7	0.612		
MO Q8	0.594		
MO Q93		0.774	
MO Q10		0.744	
MO Q11		0.702	
MO Q12		0.688	
MO Q13		0.685	
MO Q14		0.683	
MO Q15		0.679	
MO Q16		0.678	
MO Q17			0.748
MO Q18			0.717
MO Q19			0.685
MO Q20			0.647
MO Q21			0.529

### 6.2.3 Dimensionality of organisational commitment

The organisational commitment scale achieved a KMO index value of .878, while Bartlett's Test of Sphericity value was 4949,11 (df = 276;  $p < 0.000$ ). This indicated that factor analysis could be conducted. The organisational commitment scale was found to be multi-dimensional. Three factors were found with eigenvalues of 7.174 for continuance commitment, 3.932 for affective commitment, and 1.899 for normative commitment. Continuance commitment accounted for 22.15%, affective commitment for 16.05%, and normative commitment for 15.99 % of the variances. The factor loadings were all above .50, as depicted in Table 6.13 below.

Table 6.13: *Factor matrix for the organisational commitment scale*

	Factor 1	Factor 2	Factor 3
CO Q1	0.747		
CO Q2	0.734		
CO Q3	0.732		
CO Q4	0.725		
CO Q5	0.720		
CO Q6	0.616		
CO Q7		0.722	
CO Q8		0.681	
CO Q9		0.675	
CO Q10		0.638	
CO Q11			0.861
CO Q12			0.826
CO Q13			0.825
CO Q14			0.673
CO Q15			0.662

## 6.3 DESCRIPTIVE STATISTICS

### 6.3.1 Mean and standard deviations for organisational justice

As Table 6.14 below shows, the mean scores ranged from  $M = 3.20$  to  $M=3.81$ . The sample of participants obtained relatively high mean scores for interactive justice ( $M=3.81$ ;  $SD = .53$ ), followed by total information justice ( $M=3.64$ ;  $SD = .80$ ), total organisational justice ( $M= 3.41$ ;  $SD = .71$ ), and procedural justice ( $M= 3.20$ ;  $SD= .88$ ), while lowest mean score was for distributive justice ( $M=3.17$ ;  $SD = .90$ ) variables.

The skewness values for the OJQ ranged between  $-.02$  and  $-.86$ , thereby falling within the  $-1$  and  $+1$ , which is usually the range recommended for these coefficients (Tabachnick & Fidell, 2016). The values ranged between  $-.71$  and  $.52$ , thereby to fall within the  $-1$  and above the  $+1$ , which is the range recommended for these coefficients (Saunders et al., 2019).

### 6.3.2 Mean and standard deviations of employee motivation

As Table 6.14 below shows, the mean scores ranged from  $M = 3.30$  to  $M=3.84$ . The sample of participants obtained relatively high mean scores for intrinsic motivation ( $M=3.84$ ;  $SD = .52$ ), followed by total employee motivation ( $M=3.53$ ;  $SD = .39$ ), and extrinsic motivation ( $M= 3.41$ ;  $SD = .69$ ), while the lowest mean score was for the motivation theory ( $M=3.30$ ;  $SD = .62$ ) variables.

The Skewness values for the JCQ ranged between  $-.22$  and  $-1.05$ , thereby falling within the  $-1$  and  $+1$  normal range, which is recommended for these coefficients (Tabachnick & Fidell, 2016). The values ranged between  $.02$  and  $.35$ , thereby falling within the  $-1$  and above the  $+1$ -normality range, which is recommended for these coefficients (Saunders et al., 2019).

Table 6.14: *Descriptive statistics: Mean and standard deviations for employee motivation, organisational commitment, and organisational justice*

Variables	Mean	Standard Deviation	Skewness	Kurtosis
Total organisational justice	3.41	0,71	-0.26	-0.02
Procedural justice	3.20	0.88	-0.05	-0.76
Distributive justice	3.17	0.90	-0.05	-0.75
Interactive justice	3.81	0.53	-0.33	0.29
Information justice	3.64	0.80	-0.86	0.52
Total employee motivation	3.53	0.39	-0.22	0.02
Intrinsic motivation	3.84	0.52	-0.43	0.24
Extrinsic motivation	3.41	0.69	-1.05	0.19
Motivation theory	3.30	0.62	-0.50	0.35
Total organisational commitment	3.70	0.42	-0.26	0.23
Affective commitment	3.53	0.74	-0.84	0.98
Continuance commitment	3.57	0.63	-0.53	0.65
Normative commitment	2.85	0.89	-0.06	-0.71

### **6.3.3 Mean and standard deviations for organisational commitment**

As Table 6.14 above shows, the mean scores ranged from  $M= 2.85$  to  $M=3.70$ . The sample of participants obtained relatively high mean scores for total organisational commitment ( $M=3.70$ ;  $SD = .42$ ), followed by continuance commitment ( $M=3.57$ ;  $SD = .63$ ), and affective commitment ( $M= 3.53$ ;  $SD = .74$ ), while the lowest mean score was for normative commitment ( $M=2.85$ ;  $SD = .89$ ) variables.

Skewness values for the OCS ranged between  $-.06$  and  $-.84$ , thereby falling within the  $-1$  and  $+1$ , which is usually the range recommended for these coefficients (Tabachnick & Fidell, 2016). The values ranged between  $-.02$  and  $.98$ , thereby falling within the  $-1$  and above the  $+1$ -normality range, recommended for these coefficients (Saunders et al., 2019).

## **6.4 CORRELATIONAL ANALYSIS**

The relationship between variables was calculated, using Pearson product-moment correlations. These correlations helped to determine the strength and direction of the relationship between the employee motivation, organisational commitment, and organisational justice variables.

### **6.4.1 Correlation between organisational justice and organisational commitment**

Table 6.15 below shows that the variables correlated positively and significantly ( $r \geq .10 \geq r \geq .92$ ; a small to large practical effect;  $p \leq .05$ ). The results indicate that total organisational justice correlated significantly with procedural justice ( $r = .92$ ; large effect;  $p \leq .05$ ), distributive justice ( $r = .86$ ; large effect;  $p \leq .05$ ), and interactive justice ( $r = .74$ ; large effect;  $p \leq .05$ ), and the informational justice ( $r = .83$ ; large effect;  $p \leq .05$ ) variables.

A significant positive correlation was also found between procedural justice and distributive justice ( $r = .85$ ; large effect;  $p \leq .05$ ), interactive justice ( $r = .49$ ; medium

effect;  $p \leq .05$ ), informational justice ( $r=.59$ ; large effect;  $p \leq .05$ ), and the continuance commitment ( $r = .26$ ; small effect;  $p \leq .05$ ) variables.

A significant positive correlation was also found between distributive justice and interactive justice ( $r = .43$ ; medium effect;  $p \leq .05$ ), information justice ( $r = .54$ ; large effect;  $p \leq .05$ ), and the continuance commitment ( $r = .29$ ; small effect;  $p \leq .05$ ) variables.

A significant positive correlation was also found between interactive justice and information justice ( $r = .76$ ; large effect;  $p \leq .05$ ), total organisational commitment ( $r = .19$ ; small effect;  $p \leq 0.05$ ), affective commitment ( $r=.16$ ; small effect;  $p \leq 0.05$ ), continuance commitment ( $r = .14$ ; small effect;  $p \leq .05$ ), and the normative commitment ( $r=.14$ ; small effect;  $p \leq .05$ ) variables.

A significant positive correlation was also found between information justice and total organisational commitment ( $r = .20$ ; small effect;  $p \leq .05$ ), affective commitment ( $r=.14$ ; small effect;  $p \leq .05$ ), continuance commitment ( $r = .24$ ; small effect;  $p \leq .05$ ) and the normative commitment ( $r=.23$ ; small effect;  $p \leq 0.05$ ) variables.

Table 6.15: *Correlations between organisational justice and organisational commitment*

Variables	1	2	3	4	5	6	7	8	9
Total organisational justice	1	.92 <sup>***</sup>	.86 <sup>***</sup>	.74 <sup>***</sup>	.83 <sup>***</sup>	.11 <sup>*</sup>	.10 <sup>*</sup>	.28 <sup>*</sup>	.13 <sup>**</sup>
Procedural justice		1	.85 <sup>***</sup>	.49 <sup>**</sup>	.59 <sup>***</sup>	.,03	.04	.26 <sup>*</sup>	.06
Distributive justice			1	.43 <sup>**</sup>	.54 <sup>***</sup>	.02	.,04	.29 <sup>*</sup>	.04
Interactive justice				1	.76 <sup>***</sup>	.19 <sup>*</sup>	.16 <sup>*</sup>	.14 <sup>*</sup>	.14 <sup>*</sup>
Information justice					1	.20 <sup>*</sup>	.14 <sup>*</sup>	.24 <sup>*</sup>	.23 <sup>*</sup>
Total organisational commitment						1	.79 <sup>*</sup>	.28 <sup>*</sup>	.71 <sup>***</sup>
Affective commitment							1	.28 <sup>*</sup>	.28 <sup>*</sup>
Continuance commitment								1	.27 <sup>*</sup>
Normative commitment									1

Note: N = 404. \*\*\* $p \leq .001$  \*\* $p \leq .01$  \* $p \leq .05$ .

+  $r \geq .10$  (small effect); ++  $r \geq .30 \geq r \leq .49$  (medium effect); +++  $r \geq .50$  (large effect)

Table 6.15 above shows that a significant positive correlation was found between distributive justice and interactive justice ( $r = .43$ ; medium effect;  $p \leq 0.05$ ), information justice ( $r = .54$ ; large effect;  $p \leq .05$ ), and the continuance commitment ( $r = .29$ ; small effect;  $p \leq .05$ ) variables.

A significant positive correlation was also found between interactive justice and information justice ( $r = .76$ ; large effect;  $p \leq .05$ ), total organisational commitment ( $r = .19$ ; small effect;  $p \leq .05$ ), affective commitment ( $r=.16$ ; small effect;  $p \leq .05$ ), continuance commitment ( $r = .14$ ; small effect;  $p \leq .05$ ), and the normative commitment ( $r=.14$ ; small effect;  $p \leq .05$ ) variables.

A significant positive correlation was found between information justice and total organisational commitment ( $r = .20$ ; small effect;  $p \leq .05$ ), affective commitment ( $r=.14$ ; small effect;  $p \leq .05$ ), continuance commitment ( $r = .24$ ; small effect;  $p \leq .05$ ), and the normative commitment ( $r=.23$ ; small effect;  $p \leq .05$ ) variables.

#### **6.4.2 Correlation between employee motivation and organisational commitment**

Table 6.16 below shows that the variables correlated positively and significantly ( $r \geq .12 \geq r \geq .79$ ; a small to large practical effect;  $p \leq .05$ ). The results indicate that total employee motivation correlated significantly, with intrinsic motivation ( $r = .58$ ; large effect;  $p \leq 0.05$ ), extrinsic motivation ( $r = .69$ ; large effect;  $p \leq .05$ ), and the motivation theory ( $r= .65$ ; large effect;  $p \leq .05$ ) variables.

A significant positive correlation was found between total employee motivation and total organisational commitment ( $r = .89$ ; large effect;  $p \leq .05$ ), affective commitment ( $r = .62$ ; large effect;  $p \leq .05$ ), continuance commitment ( $r=.33$ ; medium effect;  $p \leq .05$ ), and the normative commitment ( $r = .72$ ; large effect;  $p \leq .05$ ) variables.

Table 6.16: *Correlations between employee motivation and organisational commitment*

Variables	1	2	3	4	5	6	7	8
Total employee motivation	1	.58***	.69***	.65***	.89***	.62***	.33**	.72***
Intrinsic motivation		1	.04	.20*	.74***	.79***	.08	.17*
Extrinsic motivation			1	.13*	.55***	.12*	.08	.67***
Motivation theory				1	.45**	.36**	.49**	.48**
Total organisational commitment					1	.79***	.28*	.71***
Affective commitment						1	.28*	.28*
Continuance commitment							1	.27**
Normative commitment								1

Note: N = 404. \*\*\*p ≤ .001 \*\*p ≤ .01 \*p ≤ .05.

+ r ≥ .12 (small effect); ++ r ≥ .30 ≥ r ≤ .49 (medium effect); +++ r ≥ .50 (large effect)

Table 6.16 above shows that a significant positive correlation was found between intrinsic motivation and motivation theory (r = .20; small; p ≤ .05), total organisational commitment (r = .74; large effect; p ≤ .05), affective commitment (r = .79; large effect; p ≤ .05), and the normative commitment (r = .17; small effect; p ≤ .05) variables.

A significant positive correlation was found between extrinsic motivation and motivation theory (r = .13; small effect; p ≤ .05), total organisational commitment (r = .55; large effect; p ≤ .05), affective commitment (r = .12; small effect; p ≤ .05), and the normative commitment (r = .67; large effect; p ≤ .05) variables.

A significant positive correlation was found between motivation theory and total organisational commitment (r = .45; medium effect; p ≤ .05), affective commitment (r = .36; medium effect; p ≤ .05), continuance commitment (r = .49; medium effect; p ≤ .05), and the normative commitment (r = .48; medium effect; p ≤ .05) variables.

Table 6.16 above shows that a significant positive correlation was found between total organisational commitment and affective commitment ( $r = .79$ ; large;  $p \leq .05$ ), continuance commitment ( $r = .28$ ; small effect;  $p \leq .05$ ), and the normative commitment ( $r = .71$ ; large effect;  $p \leq .05$ ) variables.

A significant positive correlation was found between affective commitment and continuance commitment ( $r = .28$ ; small effect;  $p \leq 0.05$ ), and the normative commitment ( $r = .28$ ; medium effect;  $p \leq .05$ ) variables. A significant positive correlation was found between motivation theory and the total organisational commitment ( $r = .27$ ; small effect;  $p \leq .05$ ) variables.

### **6.4.3 Correlation between organisational justice and employee motivation**

Table 6.17 below shows that the variables correlated positively and significantly ( $r \geq .11$   $\geq r \geq .92$ ; a small to large practical effect;  $p \leq .05$ ). The results indicate that total employee motivation correlated significantly with intrinsic motivation ( $r = .58$ ; large effect;  $p \leq .05$ ), extrinsic motivation ( $r = .69$ ; large effect;  $p \leq .05$ ), and the motivation theory ( $r = .65$ ; large effect;  $p \leq .05$ ) variables.

A significant positive correlation was found between total employee motivation and total organisational justice ( $r = .21$ ; small effect;  $p \leq .05$ ), procedural justice ( $r = .11$ ; small effect;  $p \leq .05$ ), distributive justice ( $r = .16$ ; small effect;  $p \leq 0.05$ ), interactive justice ( $r = .21$ ; small;  $p \leq .05$ ), and the information justice ( $r = .29$ ; small effect;  $p \leq .05$ ) variables.

A significant positive correlation was found between intrinsic motivation and motivation theory ( $r = .20$ ; small effect;  $p \leq .05$ ), and the interactive justice ( $r = .12$ ; small effect;  $p \leq .05$ ) variables. A significant positive correlation was found between extrinsic motivation and motivation theory ( $r = .13$ ; small effect;  $p \leq .05$ ).

Table 6.17: *Correlations between employee motivation and organisational justice*

	1	2	3	4	5	6	7	8	9
Total employee motivation	1	.58**	.69***	.65*	.21*	.11*	.16*	.21*	.29*
Intrinsic motivation		1	.04	.20*	-.00	-.06	-.05	.12*	.04
Extrinsic motivation			1	.13*	-.01	-.06	-.02	-.01	.08
Motivation theory				1	.45**	.36**	.41**	.32**	.46**
Total organisational justice					1	.92***	.86***	.74***	.83***
Procedural justice						1	.85***	.49**	.59***
Distributive justice							1	.43**	.54***
Interactive justice								1	.76***
Information justice									1

Note: N = 404. \*\*\*p ≤ .001 \*\*p ≤ .01 \*p ≤ .05.

+ r ≥ .11 (small effect); ++ r ≥ .30 ≥ r ≤ .49 (medium effect); +++ r ≥ .50 (large effect)

Table 6.17 above shows that there is a significant positive correlation between motivation theory and total organisational justice (r = .45; medium effect; p ≤ .05), procedural justice (r = .36; medium effect; p ≤ .05), distributive justice (r=.41; medium effect; p ≤ .05), interactive justice (r=.32; medium; p ≤ .05), and the information justice (r = .46; medium effect; p ≤ .05) variables.

A significant positive correlation was found between total organisational justice and procedural justice (r = .92; large effect; p ≤ .05), distributive justice (r=.86; large effect; p ≤ .05), interactive justice (r=.74; large; p ≤ .05), and the information justice (r = .83; large effect; p ≤ .05) variables.

A significant positive correlation was found between procedural justice and distributive justice (r = .85; large effect; p ≤ .05), interactive justice (r=.49; medium; p ≤ .05), and the information justice (r = .59; large effect; p ≤ .05) variables. A significant positive correlation was found between distributive justice and interactive justice (r = .43; medium effect; p ≤ .05), and the information justice (r = .54; large effect; p ≤ .05) variables. A significant positive correlation was found between interactive justice and information justice (r = .76; large effect; p ≤ .05).

## 6.5 HIERARCHICAL REGRESSION ANALYSIS

Hierarchical multiple regression analyses were conducted to determine whether the demographical variables (age, tenure, job level, and experience with different companies), employee motivation levels and organisational justice acted as predictors of organisational commitment (affective, continuance and normative).

### 6.5.1 Hierarchical regression with demographical variables, employee motivation, and organisational justice as predictors of affective commitment

Table 6.18 and Table 6.19 summarize the hierarchical multiple regression for employee motivation (JCQ) and organisational justice (OJQ) as predictors of affective commitment. Entry of the demographic variables as the first step of the regression analysis produced a statistical model, where  $F(5, 399) = 13.06$ ;  $p \leq 0.001$  accounts for approximately 14% of the variance in affective commitment, as explained by the demographic variables. The entry of intrinsic motivation, extrinsic motivation, and motivation theory JCQ variables explained an additional 70% of variations in affective commitment, hence this change in  $R^2$  was significant, as  $F(8, 396) = 115.42$ ;  $p \leq 0.001$ . The addition of procedural justice, distributive justice, interactive justice, and information justice OJQ variables to the regression model explained a further 70% of the variation in affective commitment, and hence this change in  $R^2$  was significant, as  $F(12, 392) = 77.35$ ;  $p \leq 0.001$ . The most important predictor of affective commitment was the JCQ variables, which accounted for 69% of the variation in affective commitment. Together, the three independent variables accounted for 70% of the variations in affective commitment.

Table 6.18: *Results of hierarchical regression affective commitment (dependent variable)*

Predictors	Model 1		Model 2		Model 3	
	$\beta$	t	$\beta$	T	B	T
Gender	.19***	3.83	.06	1.79	.07	2,11
Age	.11	1.02	-.06	-.94	-.08	-1.21
Job level	-.23***	-4.51	-.02	-.51	-.04	-1.01
Tenure	.03	.29	.13***	2.03	.14***	2.16
Experience	.12	1.84	.13***	3.06	.14***	3.26
with different companies						
Intrinsic motivation			.72***	23.50	.72***	23.03
Extrinsic motivation			.09*	2,63	.11**	3,07
Motivation theory			.20***	6,46	.20***	5,45
Procedural justice					.11	1,803
Distributive justice					-.04	-.74
Interactive justice					.01	.28
Information justice					-.06	-1.21

Note: N = 404; \*,  $p \leq 0.05$ ; \*\*,  $p \leq 0.01$ ; \*\*\*,  $p \leq 0.001$ .  $\beta$ , Standardised regression coefficient; t, T-statistic

Table 6.19: *Results of hierarchical regression*

Variable	R	R <sup>2</sup>	ΔR
Model 1	.14**	.13	.14
Model 2	.70***	.69	.56
Model 3	.70***	.69	.00

Note: N =404; \*, p ≤ 0.05. R<sup>2</sup>, R-squared; ΔR<sup>2</sup>, R-squared change

### 6.5.2 Hierarchical regression with demographical variables, employee motivation, and organisational justice as predictors of continuance commitment

Tables 6.20 and 6.21 summarize the hierarchical multiple regression of the demographical variables, namely employee motivation and organisational justice (JCQ and OJQ measures) as predictors of continuance commitment. Entry of the demographic variables as the first step of the regression analysis produced a statistical model, where  $F(5, 399) = 3.57$ ,  $p \leq .001$  accounts for approximately .04% of the variance in continuance commitment, as explained by the demographic variables. The entry of intrinsic motivation, extrinsic motivation, and motivation theory JCQ variables explained an additional 29% of variations in continuance commitment, and this change in R<sup>2</sup> was significant because  $F(8, 396) = 20.04$ ;  $p \leq .001$ . The addition of procedural justice, distributive justice, interactive justice, and the information justice OJQ variables to the regression model explained a further 30% of the variation in continuance commitment, and this change in R<sup>2</sup> was significant because  $F(12, 392) = 13.68$ ;  $p \leq .001$ . The most important predictor of continuance commitment was the motivation theory JCQ variable, which accounted for 30% of the variation in continuance commitment. Together, the three independent variables accounted for 27% of the variations in continuance commitment.

Table 6.20: *Results of hierarchical regression with continuance commitment (dependent variable)*

Predictors	Model 1		Model 2		Model 3	
	$\beta$	T	$\beta$	t	B	T
Gender	.08	1.53	.02	.33	.04	.79
Age	.14	1.21	.18	1.80	.17	1.69
Job level	-.07	-1.23	.12*	2.01	.07	1.09
Tenure	.07	.68	.05	.52	.05	.51
Experience	-.04	-.59	.08	1.23	.08	1.20
with different companies						
Intrinsic motivation			-.03	-.68	-.03	-.58
Extrinsic motivation			-.01	-.09	.03	.48
Motivation theory			.54***	11,13	.50***	8.96
Procedural justice					.04	0.43
Distributive justice					.08	.95
Interactive justice					-.06	-.83
Information justice					-.02	-.22

Note: N = 404; \*,  $p \leq .05$ ; \*\*,  $p \leq .01$ ; \*\*\*,  $p \leq .001$ .  $\beta$ , Standardised regression coefficient; t, T-statistic

Table 6.21: *Results of hierarchical regression*

Variable	R	R <sup>2</sup>	ΔR
Model 1	.04**	.03	.04
Model 2	.29***	.27	.25
Model 3	.30***	.27	.01

Note: N =404; \*, p ≤ 0.05. R2, R-squared; ΔR2, R-squared change

### 6.5.3 Hierarchical regression with demographical variables, employee motivation, and organisational justice as predictors of normative commitment

Tables 6.22 and 6.23 summarize the hierarchical multiple regression of the demographical variables, employee motivation and organisational justice (JCQ and OJQ measure), as predictors of normative commitment. Entry of the demographic variables as the first step of the regression analysis produced a statistical model, where  $F(5, 399) = 3.04$ ,  $p \leq .001$  accounts for approximately .04% of the variance in normative commitment, as explained by the demographic variables. Entry of intrinsic motivation, extrinsic motivation, and the motivation theory JCQ variables explained an additional 63% of variations in normative commitment, and this change in  $R^2$  was significant because  $F(8, 396) = 83.22$ ;  $p \leq .001$ . The addition of procedural justice, distributive justice, interactive justice, and the information justice OJQ variables of the regression model explained a further 66.% of the variation in normative commitment, and this change in  $R^2$  was significant because  $F(12, 392) = 62.57$ ;  $p \leq .001$ . The most important predictor of normative commitment was the extrinsic motivation JCQ variable, which accounted for 63% of the variation in normative commitment. Together, the three independent variables accounted for 65% of the variations in normative commitment.

Table 6.22: *Results of hierarchical regression normative commitment (dependent variable)*

Predictors	Model 1		Model 2		Model 3	
	$\beta$	T	$\beta$	t	$\beta$	T
Gender	-.07	-1.26	-.00	-.06	-.03	-.93
Age	-.12	-1.07	.07	.92	.08	1.12
Job level	.14*	2.47	.05	1.30	.11*	2.52
Tenure	.17	1.56	.02	.31	.02	0.28
Experience	.02	0.22	-.04	-.78	-.04	-.93
with different companies						
Intrinsic motivation			.08*	2.35	.07	2.14
Extrinsic motivation			.60***	16.31	.57***	14.86
Motivation theory			.40***	11.45	.48***	12.26
Procedural justice					.11	1,69
Distributive justice					-.29***	-5.05
Interactive justice					.05	1.01
Information justice					.03	.54

Table 6.23: *Results of hierarchical regression*

Variable	R	R <sup>2</sup>	$\Delta R$
Model 1	.04*	.03	.04
Model 2	.63***	.62	.25
Model 3	.66***	.65	.01

Note: N =404; \*, p ≤ .05. R2, R-squared;  $\Delta R$ 2, R-squared change

## 6.6 T-TEST FOR SIGNIFICANCE DIFFERENCE BETWEEN EMPLOYEE MOTIVATION, ORGANISATION JUSTICE, AND ORGANISATIONAL COMMITMENT (N=404)

As shown in Table 6.24, no statistically significant differences were observed in terms of total employee motivation, total organisational justice, procedural justice, distributive justice, total organisational commitment, continuance commitment, and normative commitment regarding gender. Furthermore, no statistically significant differences could be observed with other variables. Table 6.24 indicates that the male participants scored significantly higher than their female counterparts for intrinsic motivation (M=30.42; SD=4.40), extrinsic motivation (M=28.01;SD=25.81), and motivation theory (M = 28.01; SD = 25.81). However, in terms of organisational justice variables, the female participants scored significantly higher than their male counterparts for interactive justice (M = 15.41; SD = 2.51), and information justice (M = 18.85; SD = 3.61).

Table 6.24: *Significance difference between employee motivation, organisational justice, and organisational commitment*

Variables		Mean	Standard deviation
Employee motivation			
Intrinsic motivation	Male	30.42	4.40
	Female	31.45	3.54
Extrinsic motivation	Male	28.01	5.33
	Female	25.81	5.64
Motivation theory	Male	28.01	5.33
	Female	25.81	5.64
Organisational justice			
Interactive justice	Male	14.59	3.12
	Female	15.41	2.51
Informational justice	Male	17.91	4.13
	Female	18.85	3.11
Organisational commitment			
Affective commitment	Male	14.91	2.19
	Female	15.48	1.71

	Levene's test for equality of variance		T-test for equality of mean		
	F	P	T	df	P
Intrinsic motivation	7.16	.01	-2.53	301.12	.01
Extrinsic motivation	.01	.93	3.82	403	.00
Motivation theory	.01	.93	3.82	403	.00
Interactive justice	12.08	.00	-2.61	307.93	.01
Informational justice	7.07	.00	-2.34	286.32	.02
Affective commitment	10.90	.00	-2.85	316.62	.01

Note. N = 404; \*\*\*p < 0 .001, \*\*p < 0 .01, \*p < 0 .05

## 6.7 ANALYSIS OF VARIANCE

Colquitt et al. (2017) explain Analysis of variance (ANOVA) as an analysis tool used in statistics to distinguish between an observed total variability found in two data sets, namely systematic and random factors. Colquitt et al. (2017) state frequent factors have a statistical influence on the given data set, while the random factors do not. An ANOVA test is used to determine the effect that independent variables have on the dependent variable in a regression study (Colquitt et al., 2017).

### 6.7.1 ONE ANOVA on employee motivation, organisational justice, and organisational commitment regarding age group (N=404)

#### 6.7.1.1 *Organisational justice and age group*

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effect of age on organisational justice. Participants were divided into seven groups according to their age. Group 1: 16-20 years (M=83.22; SD=9.88); Group 2: 21-25 years (M = 66.48; SD = 7.40); Group 3: 26-35 years (M = 59.04; SD = 13.99);

Group 4: 36-45 years (M = 63.09; SD = 10.68); Group 5: 46–55years (M = 76.32; SD = 10.82); Group 6: 55-60 years (M = 80.50; SD = 10.24) ; and Group 7: 60+years (M = 79.00; SD = 14.11). As shown in Table 6.26a, there was a statistically significant difference among the four groups in total organisational justice [ $F(6; 398) = 36.55, p < .000$ ]. Nevertheless, there was no significance difference among those in the age group 46-55 years, 55-60 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of total organisational justice amongst participants aged 46-55 years, 55-60 years, and 60+, were lower than the mean scores of other groups.

As shown in Table 6.25a, there was a statistically significant difference among the five groups in procedural justice [ $F(6; 398) = 32.61, p < .000$ ]. Nevertheless, there was no significance difference among those in the age groups 55-60 years and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of procedural justice amongst participants aged 55-60 years and 60+ years, were lower than the mean scores of other groups.

As shown in Table 6.25a, there was a statistically significant difference among the five groups in distributive justice [ $F(6; 398) = 25.62, p < 0 .000$ ]. Nevertheless, there was no significance difference among those aged 55-60 years and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of distributive justice in participants aged 55-60 years and 60+, were lower than the mean scores of other groups.

As shown in Table 6.25a, there was a statistically significant difference among the two groups in interactive justice [ $F(6; 398) = 18.05, p < .000$ ]. Nevertheless, there was no significance difference among those aged 16-20 years, 21-25 years, 46-55 years, 55-60 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of interactive justice in participants aged 16-20 years, 21-25 years, 46-55 years, 55-60 years, and 60+ were lower mean scores of other groups.

As shown in Table 6.25a, there was a statistically significant difference among the two groups in informational justice [ $F(6; 398) = 23.15, p < .000$ ]. Nevertheless, there

was no significant difference among those aged 16-20 years, 21-25 years, 46-55 years, 55-60 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of informational justice in participants aged 16-20 years, 21-25 years, 46-55 years, 55-60 years, and 60+ were lower mean scores of other groups.

#### 6.7.1.2 *Employee motivation and age group*

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effect of age on employee motivation. Participants were divided into seven groups according to their age. Group 1: 16-20 years (M=81.97; SD=3.76); Group 2: 21-25 years (M = 82.44; SD = 6.73); Group 3: 26-35 years (M = 81.60; SD = 7.30); Group 4: 36-45 years (M = 78.17; SD = 10.75); Group 5: 46–55years (M = 82.39; SD = 9.52) ; Group 6: 55-60 years (M = 86.75; SD = 11.74); and Group 7: 60+years (M = 74.67; SD = 6.35). As shown in Table 6.26a and Table 6.28b, there was a statistically significant difference among two groups in total employee motivation [ $F(6; 398) = 3.57, p < .002$ ]. Nevertheless, there was no significant difference among those aged 16-20 years, 21-25 years, 26-35 year and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of total employee motivation amongst participants aged 16-20 years, 21-25 years, 26-35 year and 60+, were lower than the mean scores of other groups.

As shown in Table 6.25a, there was a statistically significant difference among four groups in intrinsic motivation [ $F(6,398) = 15.48, p = .001$ ]. However, there was no significant difference among those aged 21-25 years and 36-45. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of intrinsic motivation amongst participants aged 21-25 years and 36-45 years were lower than the mean scores of other groups.

As shown in Table 6.25a, there was a statistically significant difference among five groups in extrinsic motivation [ $F(6,398) = 4.44, p = .001$ ]. However, there was no significant difference among those aged 55-60 years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of extrinsic motivation amongst participants aged 55-60 years were lower than the mean scores of other groups.

As shown in Table 6.25a, there was a statistically significant difference among three groups in motivation theory [ $F(6,398) = 12.58, p = .001$ ]. However, there was no significant difference among those aged 21-25 years, 55-60 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of motivation theory amongst participants aged 21-25 years, 55-60 years, and 60+ years were lower than the mean scores of other groups.

Table 6.25a: One Way Anova on employee motivation, organisational justice, and organisational commitment

<b>Variables</b>	<b>Source of variations</b>	<b>Sum of squares</b>	<b>Df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total employee motivation	Between groups	1687.79	6	281.30	3.57	0.002
	Within groups	31321.53	398	78.70		
	Total	33009.32	404			
Intrinsic motivation	Between groups	1328.51	6	221.42	15.48	0.000
	Within groups	5692.80	398	14.30		
	Total	7021.31	404			
Extrinsic motivation	Between groups	773.47	6	128.91	4.44	0.000
	Within groups	11544.57	398	29.01		
	Total	12318.04	404			
Motivation theory	Between groups	1207.86	6	201.31	12.58	0.000
	Within groups	6370.20	398	16.01		
	Total	7578.06	404			
Total organisational justice	Between groups	29161.96	6	4860.33	36.55	0.000
	Within groups	52926.84	398	132.98		
	Total	82088.80	404			

<b>Variables</b>	<b>Source of variations</b>	<b>Sum of squares</b>	<b>Df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Procedural justice	Between groups	5049.68	6	841.61	32.61	0.000
	Within groups	10272.68	398	25.81		
	Total	15322.36	404			
Distributive justice	Between groups	1469.54	6	244.92	25.62	0.000
	Within groups	3805.43	398	9.56		
	Total	5274.98	404			
Interactive justice	Between groups	756.14	6	126.02	18.05	0.000
	Within groups	2778.27	398	6.98		
	Total	3534.41	404			
Informational justice	Between groups	1664.44	6	277.41	23.15	0.000
	Within groups	4769.87	398	11.99		
	Total	6434.31	404			

Note: N = 404;\*\*\*p < .001, \*\*p < 0 .01, \*p < .05

Table 6.25b: ONE WAY ANOVA on employee motivation, organisational justice, and organisational commitment (N=404)

<b>Variables</b>	<b>Source of variations</b>	<b>Sum of squares</b>	<b>Df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total organisational commitment	Between groups	1097.35	6	182.891	5.62	0.000
	Within groups	12954.30	398	32.548		
	Total	14051.64	404			
Affective commitment	Between groups	280.11	6	46.684	12.96	0.000
	Within groups	1433.51	398	3.602		
	Total	1713.62	404			
Continuance commitment	Between groups	413.83	6	68.972	5.06	0.000
	Within groups	5426.31	398	13.634		
	Total	5840.14	404			
Normative commitment	Between groups	48.75	6	8.125	1.46	0.190
	Within groups	2210.23	398	5.553		
	Total	2258.98	404			

Note: N = 404;\*\*\*p < .001, \*\*p < 0 .01, \*p < .05

### 6.7.1.3 *Organisational commitment and age group*

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effect of age on organisational justice. Participants were divided into seven groups according to their age. Group 1: 16-20 years (M=49.50; SD=2.66); Group 2: 21-25 years (M = 51.52; SD = 4.19); Group 3: 26-35 years (M = 53.12; SD = 4.68); Group 4: 36-45 years (M = 49.83; SD = 7.06); Group 5: 46–55years (M = 52.50; SD = 6.18); Group 6: 55-60 years (M = 56.33; SD = 5.55); and Group 7: 60+years (M = 49.00; SD = 4.36). As shown in Table 6.25a and Table 6.25b above, there was a statistically significant difference among the two groups in total organisational commitment [ $F(6; 398) = 5.62$   $p < .000$ ]. Nevertheless, there was no significant difference among those aged 16-20 years, 21-25 years, 36-45 years, 46-55 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of total organisational commitment amongst participants aged 16-20 years, 21-25 years, 36-45 years, 46-55 years, and 60+ were lower than the mean scores of other groups.

As shown in Table 6.25b, there was a statistically significant difference among three groups in affective commitment [ $F(6; 398) = 12.96$ ,  $p < .000$ ]. Nevertheless, there was no significant difference among those aged 16-20 years, 21-25 years, 36-45 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of affective commitment amongst participants aged 16-20 years, 21-25 years, 36-45 years, and 60+ were lower than the mean scores of other groups.

As shown in Table 6.25b, there was a statistically significant difference among two groups in continuance commitment [ $F(6; 398) = 5.06$ ,  $p < .000$ ]. Nevertheless, there was no significant difference among those aged 16-20 years, 21-25 years, 26-35 years, 36-45 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of continuance commitment amongst participants aged 16-20 years, 21-25 years, 26-35 years, 36-45 years, and 60+ years were lower than the mean scores of other groups. As shown in Table 6.25a and Table 6.25b, there was no statistically significant difference among groups in normative commitment [ $F(6; 398) = 1.46$ ,  $p < .190$ ].

## 6.7.2 ONE ANOVA on employee motivation, organisational justice, and organisational commitment regarding tenure group (N=404)

### 6.7.2.1 *Organisational justice and tenure*

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effect of tenure on organisational justice. Participants were divided into five groups according to their tenure. Group 1: 0-3 years (M=70.86; SD=15.90); Group 2: 4-10 years (M = 61.99; SD= 14.02); Group 3: 11-15 years (M = 64.09; SD = 13.13); Group 4: 16-20 years (M = 71.51; SD = 10.64); and Group 5: 20 + years (M = 76.84; SD = 10.90).

As shown in Table 6.26a, there was a statistically significant difference among the three groups in total organisational justice [ $F_{(4; 400)} = 17.44, p < .000$ ]. Nevertheless, there was no significant difference among those with a tenure of 11-15 years and 16-20 years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of total organisational justice amongst participants who had 11-15 years of tenure and 16-20 years were lower than the mean scores of other groups.

As shown in Table 6.26a, there was a statistically significant difference among the three groups in procedural justice [ $F_{(4; 400)} = 17.18, p < .000$ ]. Nevertheless, there was no significant difference among those with a tenure period of 11-15 years and 16-20 years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of procedural justice amongst participants with a tenure period of 11-15 years and 16-20 years were lower than the mean scores of other groups.

As shown in Table 6.26a, there was a statistically significant difference among three groups in distributive justice [ $F_{(4; 400)} = 15,05; p < .000$ ]. Nevertheless, there was no significant difference among those with a tenure period of 16-20 years and 20+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of distributive justice amongst participants who had a tenure period of 16-20 years and 20+ years were lower than the mean scores of other groups.

As shown in Table 6.26a, there was a statistically significant difference among one group in interactive justice [ $F_{(4; 400)} = 18.05, p < .000$ ]. Nevertheless, there was not difference among those with a tenure period of 16-20 years, 21-25 years, 46-55 years, 55-60 years, and 60+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of interactive justice among participants with tenure period of 16-20 years, 21-25 years, 46-55 years, 55-60 years, and 60+ years were lower than the mean scores of other groups.

As shown in Table 6.26a, there was a statistically significant difference among the two groups in informational justice [ $F_{(4; 400)} = 8.96, p < .000$ ]. Nevertheless, there was no significant difference among those with a tenure period of 0-3 years, 4-10 years, 16-20 years, and 20+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of informational justice among participants with a tenure period of 0-3 years, 4-10 years, 16-20 years, and 20+ years were lower than the mean scores of other groups.

#### 6.7.2.2 *Employee motivation and tenure*

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effect of tenure on employee motivation. Participants were divided into five groups according to their tenure. Group 1: 0-3 years ( $M=82.31; SD=5.56$ ); Group 2: 4-10 years ( $M = 80.88; SD= 7.64$ ); Group 3: 11-15 years ( $M = 79.55; SD = 10.93$ ); Group 4: 16-20 years ( $M = 82.02; SD = 9.74$ ); and Group 5: 20 + years ( $M = 82.16; SD = 9.36$ ). As shown in Table 6.26a and Table 6.26b, there was a statistically significant difference among three groups in intrinsic motivation [ $F_{(4; 400)} = 6.01, p < .000$ ]. Nevertheless, there was no significant difference among those with a tenure period of 11-15 years, 16-20 years, and 20+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of intrinsic motivation among participants with tenure of 11-15 years, 16-20 years, and 20+ years were lower than the mean scores of other groups.

As shown in Table 6.26a, there was a statistically significant difference among the two groups in motivation theory [ $F_{(4; 400)} = 4.16, p < .000$ ]. Nevertheless, there was no significant difference among those with a tenure period of 0-3 years, 11-15 years,

and 20+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of motivation theory among participants with a tenure period of 0-3 years, 11-15 years, and 20+ years were lower than the mean scores of other groups. As shown in Table 6.26a, there was no statistically significant difference among the five groups in total employee motivation and extrinsic motivation.

Table 6.26a: ONE ANOVA on employee motivation, organisational justice, and organisational commitment regarding tenure group (N=404)

<b>Variables</b>	<b>Source of variations</b>	<b>Sum of squares</b>	<b>df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total employee motivation	Between groups	518.34	4	129.585	1.60	.175
	Within groups	32490.99	400	81.227		
	Total	33009.32	404			
Intrinsic motivation	Between groups	398.17	4	99.541	6.01	.000
	Within groups	6623.14	400	16.558		
	Total	7021.31	404			
Extrinsic motivation	Between groups	229.99	4	57.496	1.90	.109
	Within groups	12088.05	400	30.220		
	Total	12318.04	404			
Motivation theory	Between groups	302.45	4	75.612	4.16	.003
	Within groups	7275.62	400	18.189		
	Total	7578.06	404			

<b>Variables</b>	<b>Source of variations</b>	<b>Sum of squares</b>	<b>of df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total Organisational justice	Between	12192.90	4	3048.225	17.44	.000
	Within	69895.90	400	174.740		
	Total	82088.80	404			
Procedural justice	Between	2246.04	4	561.510	17.18	.000
	Within	13076.32	400	32.691		
	Total	15322.360	404			
Distributive justice	Between	689.93	4	172.482	15.05	.000
	Within	4585.05	400	11.463		
	Total	5274.98	404			
Interactive justice	Between	326.02	4	81.505	10.16	.000
	Within	3208.38	400	8.021		
	Total	3534.41	404			
Informational justice	Between	529.26	4	132.315	8.96	.000
	Within	5905.05	400	14.763		
	Total	6434,31	404			

Note: N = 404;\*\*\*p < .001, \*\*p < 0 .01, \*p < .05

Table 6.26b: ONE ANOVA on employee motivation, organisational justice, and organisational commitment regarding tenure group (N=404)

<b>Variables</b>	<b>Source of variations</b>	<b>Sum of squares</b>	<b>of df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total organisational commitment	Between groups	26.996	4	67.490	1.96	.100
	Within groups	13781.69	400	34.454		
	Total	14051.644	404			
Affective commitment	Between groups	69.14	4	17.285	4.20	.002
	Within groups	1644.48	400	4.111		
	Total	1713.62	404			
Continuance commitment	Between groups	217.39	4	54.348	3.87	.004
	Within groups	5622.75	400	14.057		
	Total	5840.14	404			
Normative commitment	Between groups	24.52	4	6.129	1.10	.358
	Within groups	2234.46	400	5.586		
	Total	2258,98	404			

Note: N = 404;\*\*\*p < .001, \*\*p < .01, \*p < .05

### 6.7.2.3 Organisational commitment and tenure

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effect of tenure on organisational commitment. Participants were divided into five groups according to their tenure. Group 1: 0-3 years (M=52.35; SD=3.65); Group 2: 4-10 years (M = 52.60; SD= 5.10); Group 3: 11-15 years (M = 50.71; SD = 7.12); Group 4: 16-20 years (M = 52.02; SD = 5.91); and Group 5: 20 + years (M = 52.67; SD = 6.26).

As shown in Table 6.26b above, there was a statistically significant difference among one group in affective commitment [ $F_{(4; 400)} = 4.20, p < .000$ ]. Nevertheless, there was no significant difference among those with a tenure period of 11-15 years, 16-20 years, and 20+ years. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of affective commitment among participants with a tenure period of 11-15 years, 16-20 years, and 20+ were lower than the mean scores of other groups. As shown in Table 6.26b, there was no statistically significant difference among groups in total organisational commitment, continuance, and normative commitment.

### **6.7.3 ONE ANOVA on employee motivation, organisational justice, and organisational commitment regarding experience with different organisations group (N=404)**

#### *6.7.3.1 Organisational justice and experience in different companies*

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effects of experiences in different organisations regarding employee motivation. Participants were divided into four groups according to their experiences in different organisations. Group 1: only one company ( $M=3.54; SD=0.34$ ); Group 2: two different companies ( $M = 3.47; SD= 0.47$ ); Group 3: three different companies ( $M = 3.62; SD = 0.36$ ); and Group 4: more than three different companies ( $M = 3.53; SD =0.34$ ). Table 6.27a below shows that there was a statistically significant difference among the three groups in total organisational justice [ $F_{(3; 401)} = 9.00, p < .000$ ]. Nevertheless, there was no significant difference among the group that had experiences in one different company. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of total organisational justice amongst these participants were lower than the mean scores of other groups.

As shown in Table 6.27a below, there was a statistically significant difference among the three groups in procedural justice [ $F_{(3; 401)} = 10.42, p < .000$ ]. However, there was no significant difference amongst those in the group with experiences in one different company. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of procedural justice among these participants were lower than the mean scores of other groups.

As shown in Table 6.27a below, there was a statistically significant difference among the three groups in distributive justice [ $F_{(3; 401)} = 8.53; p < .000$ ], while there was no significant difference among those in the group that had experiences in one different company. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of distributive justice amongst these participants were lower than the mean scores of other groups.

As shown in Table 6.27a below, there was a statistically significant difference among the two groups in interactive justice [ $F_{(3; 401)} = 6.22, p < .000$ ]. However, there was no significant difference among those who had experienced one different company and those with more than three other companies. Scheffe's Post Hoc Test of multiple comparisons indicates that the mean scores of interactive justice among participants who had experiences with one different company, and those who had experienced more than three different companies, were lower than the mean scores of other groups.

As shown in Table 6.27a below, there was a statistically significant difference among one group in informational justice [ $F_{(3; 401)} = 3.90, p < .000$ ]. However, there was no significant difference among those with experiences in one different company, three different companies, and more than three different companies. The Scheffe's Post Hoc Test of multiple comparisons indicated that mean scores of informational justice among group participants who had experienced one different company, three other companies, were lower than the mean scores of other groups.

### 6.7.3.2 *Employee motivation and experience in different companies*

A one-way between-groups Analysis of Variance (ANOVA) was conducted to explore the effects of experiences in different organisations regarding employee motivation. Participants were divided into four groups according to their experiences in different organisations. Group 1: only one company ( $M=3.54; SD=0.34$ ); Group 2: two different companies ( $M = 3.47; SD= 0.47$ ); Group 3: three different companies ( $M = 3.62; SD = 0.36$ ); and Group 4: more than three different companies ( $M = 3.53; SD =0.34$ ). As shown in Table 6.27a, there was a statistically significant difference amongst one group in intrinsic motivation [ $F_{(3; 401)} = 9.61, p < .000$ ]. Nevertheless,

there was no significant difference among those who had experienced one different company, two different companies, and more than three companies. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of intrinsic motivation amongst group participants who had experienced one different company, were lower than the mean scores of other groups. As shown in Table 6.27a, there was no statistically significant difference among the four groups in total employee motivation, extrinsic motivation, and motivation theory.

Table 6.27a: ONE ANOVA on employee motivation, organisational justice, and organisational commitment regarding experiences in different organisations group (N=404)

<b>Variables</b>	<b>Source of variations</b>	<b>Sum squares</b>	<b>of df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total employee motivation	Between groups	0.945	3	0.315	2.054	.106
	Within groups	61.455	401	0.153		
	Total	62.399	404			
Intrinsic motivation	Between groups	470.770	3	156.923	9.606	.000
	Within groups	6550.539	401	16.336		
	Total	7021.309	404			
Extrinsic motivation	Between groups	46.885	3	15.628	0.511	.675
	Within groups	12271.150	401	30.601		
	Total	12318.035	404			
Motivation theory	Between groups	142.018	3	47.339	2.553	.055
	Within groups	7436.046	401	18.544		
	Total	7578.064	404			

<b>Variables</b>	<b>Source of variations</b>	<b>Sum squares</b>	<b>of df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total organisational justice	Between groups	5178.792	3	1726.264	9.001	.000
	Within groups	76910.008	401	191.796		
	Total	82088.800	404			
Procedural justice	Between groups	1108.257	3	369.419	10.422	.000
	Within groups	14214.104	401	35.447		
	Total	15322.360	404			
Distributive justice	Between groups	316.327	3	105.442	8.527	.000
	Within groups	4958.651	401	12.366		
	Total	5274.978	404			
Interactive justice	Between groups	157.203	3	52.401	6.222	.000
	Within groups	3377.202	401	8.422		
	Total	3534.405	404			
Informational justice	Between groups	182.329	3	60.776	3.898	.009
	Within groups	6251.982	401	15.591		
	Total	6434.311	404			

Note: N = 404;\*\*\*p < .001, \*\*p < .01, \*p < .05

Table 6.27b: ONE ANOVA on employee motivation, organisational justice, and organisational commitment regarding experiences in different organisations group (N=404)

<b>Variables</b>	<b>Source of variations</b>	<b>Sum of squares</b>	<b>df</b>	<b>Mean square</b>	<b>F</b>	<b>P</b>
Total organisational commitment	Between groups	200.42	3	66.807	1.934	0.123
	Within groups	13851.22	401	34.542		
	Total	14051.64	404			
Affective commitment	Between groups	109.96	3	36.649	9.164	0.000
	Within groups	1603.67	401	3.999		
	Total	1713.620	404			
Continuance commitment	Between groups	60,353	3	20.118	1.396	0.244
	Within groups	5779.786	401	14.413		
	Total	5840.138	404			
Normative commitment	Between groups	25.077	3	8.359	1.500	0.214
	Within groups	2233.901	401	5.571		
	Total	2258.978	404			

Note: N = 404;\*\*\*p < .001, \*\*p < .01, \*p < .05

### 6.7.3.3 *Organisational commitment and experience in different companies*

As shown in Table 6.27b, there was a statistically significant difference amongst participants in one group in affective commitment [ $F_{(3; 401)} = 9.16, p < .000$ ]. However, there was no significant differences amongst those who had experienced one different company and two other companies. Scheffe's Post Hoc Test of multiple comparisons indicated that the mean scores of affective commitment amongst group participants who had experienced one different company, and those who had two different companies, were lower than the mean scores of other groups. Table 6.27b above shows no statistically significant difference among the four groups in total organisational commitment, continuance commitment, and normative commitment.

## **6.8 INTERPRETATION AND DISCUSSION OF THE RESEARCH RESULTS**

The following sections present integration and examination of the sample's demographical profiles, descriptive statistics, correlations, hierarchical regression, and significant differences.

### **6.8.1 Bibliographic profiles of the sample**

Participants in the sample were predominantly males, between the ages 46-55 (establishment career stage), were lower-level employees and had 11 to 15 years of work experience. In contrast, a majority of the employees had experience working at one company previously. The demographical profile obtained for the sample showed that these were the main sample characteristics that would be considered for interpretation.

### **6.8.2 Item analysis**

Tables 6.1 to Table 6.10 are relevant for the sections that follow.

Prior to determining the Cronbach alpha coefficients, item analysis and exploratory factor analysis were conducted. The purpose was to determine the factorial structure and Cronbach's alpha coefficients of employee motivation, organisational

commitment, and organisational justice while identifying items that did not relate to other items, before merging them into linear composites that represent the variables. This was achieved by using the item statistical estimates that were provided as part of the outputs from the reliability available in the SPSS (Palant, 2016). Those items that rated below .30 were problematic and were subsequently removed from the analysis. Table 6.1 to Table 6.11, show all the scale reliabilities ranged from .74 to .95. These findings are consistent with Tabachnick and Fidell's (2016) guideline that a Cronbach alpha coefficient of 0.70 and above is acceptable.

### **6.8.3 Dimensionalities**

Tables 6.11 to Table 6.13 are relevant for this section.

Table 6.11 and Table 6.13 show the employee motivation scale, organisational commitment scale, and organisational justice scale were subjected to principal component analysis (PCA), using SPSS version 26. Before performing PCA, the data was found to be suitable for factor analysis, and exploration of the correlation matrix revealed several coefficients of .30 and above. The Kaiser-Meyer-Olkin values were .836 for employee motivation, .878 for organisational commitment, and .941 for organisational justice, exceeding the recommended value of .60 (Pallant, 2016). Bartlett's Test of Sphericity (Kaiser, 1974) reached statistical significance, therefore, supporting the correlation matrix factorability for all three scales

As shown in Table 6.12 above, the Principal Component Analysis for employee motivation revealed the presence of three dimensions with eigenvalues that exceeded one, which explained 19.98%, 18.43%, and 12.98% of the variances.

As shown in Table 6.12 above, the Principal Component Analysis for employee commitment revealed the presence of three dimensions with eigenvalues that exceeded one, which explained 22.15%, 16.05%, and 15.99% of the variances, respectively. The Principal Component Analysis for organisational justice revealed one factor with eigenvalues that exceeded one, explaining 72.96% the variance.

#### **6.8.4 Descriptive statistics**

The employee's justice, fairness, and behaviour profiles revealed that the participants were satisfied with the interactive, informational procedural, and distributive justice they received from the organisation. In terms of motivation, participants were happy with the intrinsic, extrinsic, and motivational practices that they received from their employers. Participants recorded moderate levels of continuance and affective commitment in terms of organisational commitment, although they perceived a low level of normative commitment (indicating a low mean score in Table 6.14).

#### **6.8.5 Correlation analysis**

Tables 6.15 to Table 6.17 are relevant for this section.

#### **Empirical research aim 1: Interpretation of the correlation results**

Research aim 1 was to determine the statistical nature of the relationship between organisational justice, employee motivation, and organisational commitment at a South African steel company.

##### *6.8.5.1 Relationship between organisational justice and organisational commitment*

Table 6.15 is relevant for this section.

The result suggests that total organisational justice related positively to total organisational commitment and affective, continuance, and normative commitment. The result implies that when employees perceived that their employer practiced fairness, they would likely identify with the organisation's goals, be emotionally attached to the organisation, and leave the organisation. This result mirrors Colquitt et al.'s. (2017) finding that organisational justice-related positively with organisational commitment.

The result suggests that procedural justice and distributive justice related positively to continuance commitment. The result implies that when employees perceived that their organisation's processes to achieve remarkable results to be just and fair, they would likely feel obliged to repay the organisation for its investment in them in this respect and decide to stay for a long time with the organisation. These findings are consistent with those that Jameel et al. (2020) found, citing that procedural justice relates to employees' level of commitment. Employees who perceived good and equitable organisational results (such as wages, advantages, allocation of shifts, work appraisals, position assignments, and bonuses) would likely feel obliged to remain with the employer for a long time, as they considered this to be 'the right thing to do.' These findings also mirror those of Veress and Gavreliuc (2018), who found that distributive justice relates to organisational commitment.

The result suggests that interactive justice and informational justice-related positively to affective, continuance, and normative commitment. The result implies that when employees perceive that their organisation conducts business correctly and appropriately and treats them equally and fairly, they would likely demonstrate a higher level of involvement and identify with the organisation's goals. Employees who perceived their organisation to provide adequate justness, proper communication, and treated them with respect and dignity, would likely demonstrate a higher level of affective, continuance, and normative commitment. These findings are consistent with Ogbu and Ugwu (2019) findings, who found that interactive and informational justice-related positively to employees' levels of organisational commitment.

#### *6.8.5.2 Relationship between employee motivation and organisational commitment*

Table 6.16 is relevant for this section.

The results suggest that employee motivation related positively to total organisational commitment and affective, continuance, and normative commitment. The results imply that employees who perceived their organisation to fulfill their psychological, safety, social, self-esteem, and self-actualization needs would likely

be involved with the organisation's activities while identifying with its goals. These findings mirror those of Park (2018) and Salleh et al. (2016), who found that employees' perceptions of their motivation related to their level of commitment.

The results suggest that intrinsic motivation related positively to affective and normative commitment. Employees who are engaged in activities for their sake were likely to be psychologically and emotionally attached to the organisation and would likely weigh the costs of leaving the organisation. These findings are consistent with Faisal et al.'s. (2017) finding suggested that intrinsic motivation was associated with affective and continuance commitment.

The result suggests that extrinsic motivation related positively to affective and normative commitment. The results imply that when employees perform to receive something from others or engage in activities to obtain an outcome separated from the action itself, they would likely demonstrate positive attitudes and feel obliged to continue their stay. These findings correspond with Buttner et al. (2017) and Mathieu et al. (2015), who reported that motivated employees are likely to be psychologically attached to the organisation and feel obliged to pay back their employer for investing in them through training and development.

The result suggests that motivation theory related positively to affective, continuance, and normative commitment. Employees perceived that their organisation equipped them with the necessary resources and that rewards were awarded subject to their performance levels, would likely demonstrate a higher-level of psychological attachment to the organisation, be loyal to it, and refrain from leaving it. These findings are consistent with Al-Madi et al.'s. (2017) study indicated that employees' social and self-actualisation needs were associated with their level of commitment.

### 6.8.5.3 *Relationship between organisational justice and employee motivation*

Table 6.17 is relevant for this section.

The result suggests that total employee motivation is related positively to overall organisational justice. The result implies that when employees are aware of organisational justice, fairness, equity, and equality in the organisation's processes and that it is also transparent and consistent with respect, they would likely be inspired and strive to produce work of a higher quality. Motivated employees are likely to demonstrate behaviours that complement the organisation's work ethos, such as arriving at work early and conducting their work tasks independently. These findings mirror those of Nordhall and Knez (2018), who found that organisational justice, influences employees' motivation levels.

The result suggests that intrinsic motivation related positively to distributive justice. This implies that employees perceived fairness associated with the distribution of outcomes such as money, rewards, and time, or when personal effort-outcome ratios matched the effort-outcome, they will more likely be intrinsically motivated. Employees who are intrinsically motivated are likely to be happy and find that they work to give themselves a sense of satisfaction, accomplishment, and achievement. These findings are consistent with Colquitt et al. (2017), who found distributive justice is related to intrinsic motivation.

The result suggests that motivation theory related positively to procedural, distributive, interactive, and informative justice. Employees who perceived fairness about procedures, distribution, supervisor being courteous and quality and timing of information received from the employer would likely be creative, innovative, and persistent or stimulated to achieve the organisation's desired goals, which implies that they would work more efficiently. Employees, who perceived that they were treated fairly and with dignity and respect, are likely to be motivated, show personal effort, be persistently ambitious, innovative, and good performers. These findings correspond with Ryan and Deci's (2017), who reported that procedural, distributive, interactive, and informative justice was related to employee motivation.

## 6.8.6 Hierarchical multiple regressions

Empirical research 2: Interpretation of the hierarchical regression results

The first part of research aim 2 was to determine whether the demographic variables, *employee motivation and organisational justice*, predicted affective commitment positively and significantly.

### 6.8.6.1 *Demographical variables, employee motivation, and organisational justice, as predictors of affective commitment*

Tables 6.18 to Table 6.23 are relevant for this section.

The hierarchical regression analyses indicate that job levels predicted affective commitment. The results could be explained by the fact that when different level workers, whose organisation treated them fairly and motivated them to achieve more, are likely to be psychologically and emotionally attached to the organisation. These results correspond with the findings of previous studies by Coetzee et al. (2019).

The study's findings indicate that employee motivation (intrinsic, extrinsic, and motivation theory) predicted affective commitment. These findings are likely to be explained by the fact that when individual employees perceived their organisational outcomes, policies, procedures, practices, and fairness, dignity, and positive communication, they tended to demonstrate a high level of loyalty and commitment to the organisation. These findings corroborate those of Steinfeld (2017), who found that organisational justice and intrinsic and extrinsic motivation predicted employees' psychological and emotional attachment (indicative of affective commitment).

#### 6.8.6.2 *Employee motivation and organisational justice as predictors of continuance commitment*

The hierarchical regression analyses indicate that motivation theory predicted continuance commitment. These findings may be explained by the fact that when individuals perceive that they are willing to exert a high level of effort towards attaining organisational goals and satisfy their psychological needs, they tend to examine the costs of maintaining their membership or exiting the organisation. These findings are consistent with previous studies by Hunt and Saul (2017), who found that work motivation predicted employees' continuance commitment.

The hierarchical regression analyses indicate that distributive justice negatively predicted continuance commitment. These results may be explained by the fact that when individual employees perceive fairness, equal allocation of resources, positive rewards for their contributions, and sacrifices, they tend to stay longer with their employer. These findings corroborate previous studies by Methot et al. (2017), who indicate that distributive justice is associated with organisational commitment.

#### 6.8.6.3 *Employee motivation and organisational justice as predictors of normative commitment*

The hierarchical regression analyses indicate that job levels predicted normative commitment. These results can be explained by the fact that tenured employees in higher job levels tend to feel that because of the organisation's investment in them through training and development; it would be ethical for them to stay with the employer. These findings are consistent with previous studies by Qureshi et al. (2017) who found that job level was associated positively with organisational commitment.

The hierarchical regression analyses indicated that extrinsic motivation and motivation theory predicted normative commitment. This implies that when individuals perceive that they have job security, receive a good salary, tactful discipline, and work in good conditions, they tend to be attached to the organisation,

and motivated to stay longer. Employees who perceive a sound rewards system and favorable working conditions are likely to remain with the organisation. These findings are like those of Aslam et al. (2018), who reported that employee motivation influenced their level of commitment.

The hierarchical regression analyses indicate that distributive justice predicted normative commitment negatively. The results can be explained by the fact that when individual employees perceive fairness in the distribution of outcomes, they will likely decide to stay with the organisation. In contrast, if employees perceived unfair practices in the distribution of results, they may leave the organisation. These findings do not corroborate previous studies by Amdan et al. (2016), as they found that distributive justice influenced normative commitment.

The study's findings do, however, corroborate with those of Peng et al.'s (2020) study that investigated the relationship between distributive justice perceptions and normative commitment. Peng et al. (2020) found positive changes in distributive justice predicted a dominant normative profile shift. Furthermore, positive changes in distributive justice contributed to high levels of sacrifice, manifested by the change from a dominant normative profile to a balanced affective and normative dominant profile (Peng et al., 2020).

## **6.9 Empirical research 3 interpretation of significant differences**

Tables 6.24 to Table 6.27 are relevant for this section.

Empirical research 3's interpretation of significant differences

The first part of research aim 3 was to determine whether significant differences exist between demographic variables (gender, age, tenure, and different companies) and *employee motivation, organisational justice*, and organisational commitment.

### **6.9.1 Interpretation of the independent t-test**

The results indicate that the participants' gender differed significantly regarding intrinsic motivation, extrinsic motivation, motivation theory, interactive, informational justice, and affective commitment. The results revealed significant differences concerning gender and employee motivation (intrinsic, extrinsic, and motivation theory), interactive, informative, and affective commitment. Apart from extrinsic motivation, the results indicated that female participants scored higher for intrinsic motivation, motivation theory, interactive justice, informative justice, and affective commitment than their male counterparts. These findings confirm previous studies by Cohen (2016) that indicate that women have more extensive social and affiliative interests than men. This difference in social affiliation might lead to a higher level of motivation, justice, and commitment on women. These findings did not confirm previous studies (Jayasingam et al., 2016) that found that men and women did differ significantly in affective and continuance commitment; however, women employees showed higher levels of normative commitment. This study contradicts Bowling and Burns (2015) findings, who found that male employees are likely to score more increased levels of justice and fairness than their female counterparts.

### **6.9.2 Interpretation of the Analysis of Variance**

The results indicate that a participant's age differs in employee motivation, organisational justice, and organisational commitment. The results suggest that older employees scored higher for employee motivation, organisational justice, and organisational commitment than their younger counterparts. These findings can be compared with those of Chen and Wen (2016), who indicate that older employees are more likely to perceive justice and fairness in an organisation than their younger counterparts.

The study's findings also corroborate those of Khan et al. (2020). They found that the performance of older employees may not be affected by high perceptions of organisational justice compared to younger employees. Higher perceptions of injustice may well affect younger employees' performance more due to less

experience, emotional stability, and low cognitive ability to handle stressors than their older counterparts (Khan et al., 2020).

According to this study's findings, tenure revealed significant differences for intrinsic motivation, motivation theory, organisational justice (procedural, distributive, interactive, and informational justice), and affective commitment. Participants who had 16-20 years, 21-25 years, 36-45 years, and 60+ years of tenure scored lower than those in other age groups. The results can be compared to research, which Kooij et al. (2018) conducted, as they found that tenure varied justice perceptions slightly among employees. Depending on their seniority with the organisation and opportunities that they perceived they still had before leaving the organisation.

This research finding corroborates that of Ryba (2020) regarding the effect of tenure on justice, motivation, and commitment. According to Ryba (2020), an employee's tenure shows a more significant influence on justice, motivation, and loyalty amongst newer employees takes a nosedive after year one and does not increase again until after five years or more on the job.

The results revealed significant differences for intrinsic motivation, motivation theory, organisational justice, and organisational commitment in terms of experience with other companies. The results indicate that group participants who had worked at one different company, three different companies, and those who had worked at more than three different companies scored lower than the mean scores of other groups. These findings can be compared with Kooij et al. (2018), who found that tenure varied employees' justice perceptions, depending on their remaining time at the organisation, and the opportunities they perceived they had left in their occupational life. This finding also corroborates with Hunt and Saul's (2017) finding that employees that had a long tenure period are more motivated than their peers who had a lesser tenure period, as they had come to terms with their job descriptions.

## 6.10 CHAPTER SUMMARY

The chapter discussed key aspects of the literature, as well as the empirical study. The study's findings were also duly interpreted and integrated structurally.

The following outlines the empirical research aims that were achieved:

**Research aim 1:** To determine the statistical nature of the relationship between organisational justice, employee motivation, and organisational commitment amongst a sample of employees in the South African steel industry.

**Research aim 2:** To determine whether demographical variables, organisational justice, and employee motivation positively and significantly predict organisational commitment; and

**Research aim 3:** To determine whether a significant difference exists between demographical variables (gender, age, tenure, and experiences in different companies) and organisational justice, employee motivation, and organisational commitment.

The next and final chapter presents a broad discussion of the study's conclusions, limitations, and recommendations for future research, as well as practical application of the findings.

## **CHAPTER 7: CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS**

This chapter presents the study's conclusions, limitations and proposes recommendations for workplace retention strategies. This chapter addresses one of the research study's general aims, as outlined in Chapter 1, namely, to draw conclusions and make recommendations for further research in human resource management.

### **7.1 CONCLUSIONS**

This section focuses on conclusions that were drawn from the literature and empirical studies, according to the research aims set out in Chapter 1.

#### **7.1.1 Conclusions relating to the literature review**

There were three literature aims for this study. The first was to conceptualise organisational justice and employee motivation, while the second was to conceptualise organisational commitment. The third was to integrate the theoretical relationship between organisational justice, employee motivation, and organisational commitment.

##### *Literature review aim 1*

The first aim, namely to conceptualise organisational justice and employee motivation from a theoretical perspective was achieved in Chapter 2, attaining conclusions, which are presented below.

The literature provides several definitions of organisational justice that call on organisations to uphold fairness, clarity, and consistency in business practices. Varied opinions were expressed about whether or not informational and interactional justice held the same weight as the three main types of organisational justice: distributive, procedural, and interactional justice (Colquitt et al., 2017). Parker (2018) states that perceptions of injustices in a workplace often result in disengaged employees, both at work and outside of work. Parker (2018) posits that top management should be consistent, just, and fair. Colquitt et al. (2017) and Parker

(2018) encourage HR managers to uphold integrity and consistency with all hire to retire policy applications within the organisation to enhance the employee retention objective. Employees' organisational justice perceptions differed according to age, gender, job level, and tenure demographical variables.

The literature provides several definitions of employee motivation that call on organisations to ensure that employees are highly motivated to perform their work optimally. Methot et al. (2017) define employee motivation as the stimulus or the driving force that keeps employees both mentally and physically engaged at work and found a positive correlation between employee motivation and the resultant productivity of the organisation. HR practitioners are advised to focus on motivating employees. Employees who are motivated are likely to contribute to the organisation's productivity (Aslam et al., 2018; Methot et al., 2017; Parker, 2018).

#### *Literature review aim 2*

The second aim, namely to conceptualise organisational commitment from a theoretical perspective, was achieved in Chapter 3, attaining conclusions presented below.

The literature contains several definitions of organisational commitment, which point to employees' attachment to an organisation. The relentless dedication amongst employees to remain with their organisation despite lucrative employment offers from other organisations is referred to as organisational commitment (Khan & Jan 2015). Lau et al. (2015) state committed employees bring the desired quality of organisational internal business processes and image to their organisation. Alcover et al. (2017) add that employees' organisational commitment is essential for corporate efforts to sustain a competitive advantage within the respective industry.

Organisational commitment variables are: affective (AC), continuance or calculative (CC), normative and attitudinal or behavioural (NC), according to Meyer and Allen (1997). Affective commitment refers to employees' emotional attachment to the organisation. In contrast, continuance commitment denotes a sense of obligation to the organisation, and normative commitment is based on concerns about the

perceived costs of leaving the organisation (Meyer & Allen, 1997; Qureshi et al., 2017).

### *Literature review aim 3*

The third aim, namely, to integrate the theoretical relationship between organisational justice, employee motivation, and organisational commitment, was achieved in Chapter 4, attaining conclusions, which are presented below.

Organisational justice is related positively to organisational commitment (Ahmad & Jameel, 2018). Organisational justice significantly predicted affective, continuance, and normative commitment (Mitonga-Monga & Hoole, 2018). Perceptions of justice and fairness could motivate employees to identify with and achieve the organisation's goals (Steinfeld, 2017).

Associations between employee motivation and organisational commitment are well documented (Al-Madi et al., 2017; Park, 2018; Steinfeld, 2017). Park's (2018) research study shows a positive correlation between employee motivation and organisational commitment. Steinfeld (2017) argues that poor management affects employee motivation negatively. Demotivated employees are likely to commit to less the organisation than motivated employees (Steinfeld, 2017). Steinfeld (2017) advises that management should investigate and address any issues that trigger demotivation amongst employees at an organisation to enhance their commitment levels instead.

Organisational justice relates positively to employee motivation (Howard et al., 2016). This means that if employees perceive an organisation as fair and just, they will likely be dedicated and motivated to contribute to its productivity (Van den Broeck, 2016). When employees perceive fairness and justice, they will be motivated and devote their efforts towards attaining the organisation's goals (Celik & Sariturk, 2012). Employee motivation can be positively associated with their performance (Howard et al., 2016), job satisfaction (Van den Broeck, 2016), and decrease turnover intention (Steinfeld, 2017). To encourage employees' motivation and commitment levels, organisations should strive to create a working environment that is fair and just (Ahmad & Jameel, 2018).



### 7.1.2 Conclusions relating to the empirical study

*Empirical aim 1:* To determine the relationship between organisational justice, employee motivation, and organisational commitment *in a sample of employees in the S.A. steel industry.*

The results provided support for research hypothesis Ha1, drawing the following conclusions:

- Participants that perceived their organisation's processes to achieve remarkable results to be just and fair were obliged to repay the organisation for its investment in them through training and development and decided to stay at the organisation for longer;
- Participants who perceived reasonable and equitable organisational results (such as wages, advantages, allocation of shifts, work appraisals, position assignments, and bonuses) responded ethically by staying with the employer for a long term;
- Individuals who perceived their organisation to fulfill their psychological, safety, social, self-esteem, and self-actualization needs, identified with the organisation's goals;
- Participants who perceived to be engaged in activities for their own sake or were satisfied with performing their tasks were psychologically and emotionally attached to the organisation;
- Participants who were satisfied with performing their tasks were psychologically and emotionally attached to the organisation;
- Individuals who were aware of their organisation's fairness, equity, equality, transparency, and consistency, tended to portray positive work behaviours such as being punctual for work and keen and enthusiastic to perform;

- Participants who perceived fairness related to the distribution of outcomes such as money, rewards, and time, or when personal effort-outcome ratios matched the effort-outcome proportions of significant others, were intrinsically motivated, which showed in their enjoyment, interest, and satisfaction with their job, and engaging in self-expression; and
- Individuals who perceived fairness, dignity, and respect were motivated, showed personal effort, persistence, ambition, and were generally innovative and good performers.

Conclusion: Organisational justice, employee motivation, and organisational commitment are positively and significantly related.

*Empirical aim 2:* To determine whether demographical variables (age, gender, job level, and tenure), organisational justice, and employee motivation predicted organisational commitment *in a sample of employees in the S.A. steel industry.*

The results provided support for research hypothesis Ha2, drawing the following conclusions:

- Job level plays an essential role in explaining affective commitment. Their job levels influenced individuals who were psychologically and emotionally attached to the organisation;
- Individuals who were influenced by policies, procedures and practices, fairness, and dignity, tended to demonstrate high levels of loyalty to the organisation;
- Motivation theory plays a crucial role in explaining continuance commitment. Individuals who exerted efforts towards achieving the organisation's goals tended to examine the costs of maintaining their membership, as opposed to leaving the organisation;
- Job level plays a vital role in explaining normative commitment. Individuals' perceptions of job security, good salary, tactful discipline, and good working conditions tended to be attached to the organisation and motivated to stay with it; and

- Distributive justice plays an important role in explaining normative commitment. An individual's decision to leave the organisation was influenced by his/her perceptions of unfair practices within it.

Conclusion: Demographic variables (job level, organisational justice, and employee motivation) significantly predict employees' organisational commitment.

*Empirical aim 3: To determine whether significant differences exist between organisational justice, employee motivation, and organisational commitment in terms of the demographical variables (age, gender, job level, and tenure) in a sample of employees in the S.A. steel industry.*

The empirical results provided support for Ha3, drawing the overall conclusions outlined below.

(a) Gender

Significant differences exist between gender and intrinsic motivation, extrinsic motivation, motivation theory, interactive, informational justice, and affective commitment.

- Gender and intrinsic motivation, motivation theory, interactive, informational justice, and affective commitment: in terms of gender, the empirical results indicated that gender contributed to differences in intrinsic motivation, motivation theory, interactive, informational justice, and affective commitment. The results showed that female participants perceived higher levels of intrinsic motivation theory, interactive, informational justice, and affective commitment than their male counterparts and to a greater extent too.

(b) Age

Significant differences exist between age and employee motivation, organisational justice, and organisational commitment.

- Age and organisational justice: in terms of the demographic variable of age, the results indicated that age difference contributed to differences in scores for organisational justice. Older employees perceived their organisation to be fair and just.
- Age and employee motivation: the results indicated that older employees perceived their organisation to provide good rewards and salary levels.
- Age and organisational commitment: the results revealed that older employees perceived high affective, continuance, and normative commitment.

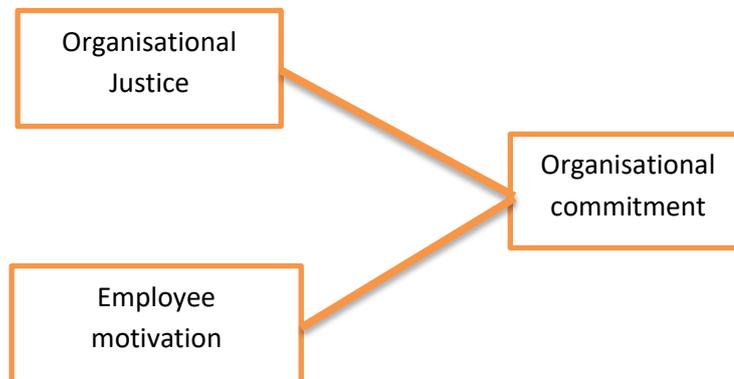
#### (c) Tenure

Significant differences exist between tenure and intrinsic motivation, motivation theory (procedural, distributive, interactive, and informational justice), and affective commitment. The results indicated that individuals with less than 1-5 years, 5-10 years, and 10-15 years of work experience perceived good working conditions, fairness, justice, and psychological attachment to the organisation.

#### (d) Experience with different organisations

Significant differences exist between experience with different organisations and intrinsic motivation, motivation theory, organisational justice, and organisational commitment. The results indicated that participants who had worked with one other company, three different companies, and those who had experience with more than three different companies scored lower than the mean scores of other groups.

Conclusions: Significant differences existed between gender, age, tenure, and experiences with different organisations regarding organisational justice, employee motivation, and organisational commitment variables. In summary, the results of the relationship among variables are illustrated in figure 7.1 below.



*Figure 7.1:* The results of the relationship between variables

### **7.1.3 Conclusions relating to the central hypothesis**

The empirical results provided evidence supporting the central hypothesis, namely that a relationship exists between organisational justice, employee motivation, and organisational commitment. Furthermore, employees' demographical variables, age, gender, job level, and tenure, had varied influences on organisational justice, employee motivation, and organisational commitment. The empirical study provided statistically significant evidence to support the central hypothesis regarding the relationship between organisational justice, employee motivation, and organisational commitment.

### **7.1.4 Conclusions relating to contributions to the field of human resource management**

The following conclusions were drawn in terms of the literature review, empirical study, and employee retention.

#### *7.1.4.1 Conclusions in terms of the literature review*

The literature review's findings and the study's empirical results contribute to the field of human resource management. The reviewed literature provided insights into various concepts and theoretical models that promote organisational justice, employee motivation, and organisational commitment. The results show the importance of employees' perceptions of organisational justice to enhance their motivation levels and thereby increase their commitment to the organisation. The literature review further explored the relationship between organisational justice, employee motivation, and organisational commitment. The empirical study findings contribute new knowledge to the relationship dynamics between organisational justice, employee motivation, and organisational commitment. HR practitioners and organisational management can use the research findings to enhance organisational justice, employee motivation, and organisational commitment amongst South Africa's permanent steel industry employees. Furthermore, the research findings provide ways to improve employees' satisfaction with their work, which helps with possible future retention of valuable employees.

#### *7.1.4.2 Conclusions in terms of the empirical study*

The statistical relationships found between organisational justice, employee motivation, and organisational commitment, provide a new understanding of the curbing turnover intention in the organisation. The correlational analysis indicated that employees who perceived fairness and justice, good working conditions, rewards, and policies and practices were also committed to the organisation. This means that fairness, justice, rewards, and policies should be considered to develop retention strategies.

#### *7.1.4.3 Conclusion regarding organisational retention practices*

In terms of organisational justice, employee motivation, and organisational commitment, both the literature review and the empirical results have added new

knowledge to human resource management, particularly to developing retention strategies in the S.A. steel industry.

The literature has contributed to insights into the perceptions of employees regarding fairness and justice in their organisation. The association between organisational justice, employee motivation, and organisational commitment provided a different understanding of retaining staff in an organisation. HR practitioners can use this understanding during the development and formulation of their organisation's retention strategies. The following conclusions were drawn from the literature review: HR practitioners should consider the theoretical models of organisational justice, employee motivation, and organisational commitment when formulating retention strategies.

The empirical study findings provided knowledge about the association between organisational justice, employee motivation, and organisational commitment. This new finding proposes that organisations should act fairly and just manner, provide good rewards policies and conducive working conditions. These may influence employees' levels of motivation and commitment and eventually decrease turnover intention.

## **7.2 LIMITATIONS**

This section discusses the limitations of the literature review and the empirical study.

### **7.2.1 Limitations of the literature review**

In respect of organisational justice, employee motivation, and organisational commitment within the South African context, certain factors limited exploratory research. The research literature was limited to three constructs (organisational justice, employee motivation, and organisational commitment). The study's literature review was limited to Colquitt's (2017) Organisational Justice Questionnaire (OJQ), Karasek et al.'s (1998) Job Content Questionnaire (JCQ), and Meyer and Allen's (1997) Organisational Commitment Questionnaire (OCS). Other models were

mentioned but not measured owing to the methodological boundaries. There are limited research studies on the relationship between organisational justice, employee motivation, and organisational commitment, especially in the SA steel industry. Hence, the little available literature is related to employees working at an S.A. steel company.

Despite broad research on organisational justice, employee motivation, and organisational commitment, few studies have explicitly focused on the relationship between these constructs in the context of South Africa's steel industry in a single study.

### **7.2.2 Limitations of the empirical study in terms of the empirical study**

The study's findings are limited. The sample consisted of permanent steel industry employees in South Africa, which means that the results cannot be generalised to other industries besides the South African steel industry. Data were collected from employees at one steel industry organisation, namely ArcelorMittal S.A., excluding permanent steel industry employees at other smaller steel companies in South Africa.

## **7.3 RECOMMENDATIONS**

Based on this study's findings, conclusions, and limitations, the following recommendations are proposed for human resource management and further research in the field.

### **7.3.1 Recommendations for the field of human resource management**

The main aim of the research study was to explore the relationship between organisational justice, employee motivation, and organisational commitment and, based on the findings, to propose recommendations for further research in the field of human resource management for retention strategies in South Africa's steel industry. The empirical study confirmed the significant relationship between organisational justice, employee motivation, and organisational commitment. Human

resource management and corporate management should ensure organisational justice in the workplace while prioritising employees' career development in South Africa's steel industry. Career development enhances employees' employability, and, in turn, employees will appreciate the organisation's efforts and commit to the organisation.

Organisations should conduct regular surveys to establish employees' motivation levels and intervene to address low morale if and when necessary. The organisation's human resource management should value all employees and address all issues of concern from employees efficiently.

### **7.3.2 Recommendations for further research**

To enhance the probability of generalising the findings of the study to another sample group, further research should focus on acquiring a larger and more representative sample. This study was limited in the choice of the sample. The sample could be extended in terms of the representation of biographical variables, which will better represent different organisational justice, employee motivation, and organisational commitment constructs. There is also a need for further research on organisational justice, employee motivation, and organisational commitment within the South African steel industry context. Other studies will be valuable to human resource management and organisational management, allowing them to identify implications for employee retention in South Africa's steel industry.

## **7.4 INTERGRATION OF THE RESEARCH**

This research study investigated the relationship between organisational justice, employee motivation, and organisational commitment in South Africa's steel industry. The research results established that organisational justice and employee motivation predict organisational commitment. The literature review indirectly confirmed that the relationship between organisational justice, employee motivation, and organisational commitment does exist. However, the study's empirical results proved the existence in support of the significant relationship between organisational justice, employee

motivation, and organisational commitment. In conclusion, the findings of this research study provide some insights into the relationship between organisational justice, employee motivation, and organisational commitment. This may be useful to human resource management and organisational management that wish to improve retention strategies for their employees.

## **7.5 CHAPTER SUMMARY**

This chapter concluded the research study in terms of the theoretical and empirical objectives. It discussed the study's limitations and presented recommendations for further research to investigate the relationship between organisational justice, employee motivation, and organisational commitment. Finally, the chapter integrated the results of this study. It concluded and proposed recommendations for further research in human resource management regarding employee retention and possible future research based on the findings of the research on the relationship between organisational justice, employee motivation, and organisational commitment constructs. The research study achieved its objective.

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