



**THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CAREER RESOURCES AND
ORGANISATIONAL COMMITMENT IN A PARASTATAL INSTITUTION IN
BOTSWANA**

**Department of Industrial and Organisational Psychology
University of South Africa**

**By
MALEBOGO ROSEMARY RANGEL**

Submitted in part fulfilment of the requirement of the degree

MASTER OF COMMERCE

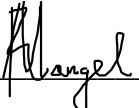
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SUPERVISOR: PROF REBECCA TLADINYANE

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DECLARATION

I, **MALEBOGO ROSEMARY RANGEL**, hereby declare that this dissertation entitled “**The relationship between psychological career resources and organisational commitment in a parastatal institution in Botswana**” is my own work and has not been submitted for any degree or examination at any institution of higher learning. All the resources that I have used or have quoted from have been indicated and acknowledged by means of complete references. I further declare that I have obtained the necessary authorisation and consent to conduct this research from the participating organisation and from the UNISA ethics committee.



MALEBOGO RANGEL

Date: 23 May 2023

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SUMMARY

THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CAREER RESOURCES AND ORGANISATIONAL COMMITMENT IN A PARASTATAL INSTITUTION IN BOTSWANA

by

MALEBOGO ROSEMARY RANGEL

Supervisor: Professor Rebecca Tladinyane
Department: Industrial and Organisational Psychology
Degree: MCOM IOP

The general aims of this research study were to: (1) Establish if a relationship existed between psychological career resources (PCR) and organisational commitment amongst employees in a parastatal institution in Botswana, and (2) to determine whether individuals from different age, gender, job level and marital status groups differed regarding psychological career resources and organisational commitment. The quantitative research study sampled employees (N=130) from a parastatal institution in Botswana.

The results of the study indicated that there is a positive significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana. The results may have interesting implications for top management and human resource practitioners in enhancing talent retention within the parastatal sector. The respondents to the study gained insights into ways to curate career goals and alternative ways to adapt to turbulent environmental challenges.

Keywords: Psychological career resources, organisational commitment, career development, retention

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CHAPTER 1

SCIENTIFIC BACKGROUND TO THE RESEARCH

1.1 INTRODUCTION

The study investigated the relationship between psychological career resources (PCR) and organisational commitment in a parastatal institution. Chapter 1 discusses the background and motivation of the study, the problem statement, research questions, aims, paradigm perspective, research design, research method, and concludes with a layout of the chapters.

1.2 BACKGROUND AND MOTIVATION TO THE STUDY

The demand for retaining skilled employees in the era of globalisation, uncertainty and turbulence has resulted in organisations investigating the factors that influence organisational commitment. The versatility of the 21st century urges organisations to manage talent retention because of the monetary and productivity losses associated with turnover (Amushila & Bussin, 2021). An understanding of factors could assist psychologists and practitioners to improve existing and non-existing organisational retention practices. In addition, the competitive world of the 21st century augments individuals' career decision-making to be non-linear (Ferreira et al., 2010). The study aimed at exploring the relationship between PCR and organisational commitment in a parastatal institution in Botswana. A parastatal is defined as a semi-autonomous corporation established through an act of parliament (Magang & Kube, 2018). Failure to retain staff leads to loss of organisational resources and human capital assets (Mayende & Musenze, 2018).

In the contemporary career context, organisations need committed employees in order to be successful (Nilforooshan, 2020). The turbulence has led to lay-offs and uncertainty for those not retrenched. Individuals no longer depend on organisational frameworks for empowerment, but rather depend on their personal career-related capabilities (De Vos et al., 2019). Organisational commitment refers to the attitude or mind-set of people towards their organisations, which can be a significant contributor to organisations. The trends in the current economy pressurise human resource

departments to instil creative behaviour in employees to enhance profitability and motivated personnel.

In addition, Ferreira et al. (2010) explored the relationship between employees' PCR, career adaptability, hardiness and their job embeddedness and organisational commitment. Their findings revealed that self-management and skills about future career direction were vital in explaining sense of fit to organisation. A previous study by Coetzee et al. (2017) elucidates that PCR capacitate the individuals to be able to actively seek opportunities and to be relevant in the highly competitive environment. The components of PCR can be explained through Coetzee's (2008) model of career meta-capacities. The model includes components of PCR, which are career preferences and values, career drivers, career enablers, and career harmonisers. The findings of this research study could add value in assisting managers of parastatals to address challenges of retention of high quality employees.

1.2.1 Defining Psychological Career Resources

PCR are skills, attributes and abilities that can be curated by an individual and lead to self-directed behaviour (Ferreira, 2012). Coetzee and Roythorne-Jacobs (2007) also define PCR as a set of career orientations, values, attitudes and attributes that lead to self-empowering career behaviour. Moreover, PCR have been defined as competencies and subjective experiences that significantly influence the promotion and facilitation of individuals' proactive career behaviour and career development over time (Coetzee, 2014). PCR is further defined as resources that individuals use to adapt to changing career circumstances and the adaptation involved to achieve career success (Coetzee & Bergh, 2009). Managing career development and adaptability to one's environment has become paramount in the contemporary world of work (Coetzee & Schreuder, 2009).

PCR assist individuals to understand their chosen careers (Ferreira et al., 2010). According to Coetzee (2008), PCR assist individuals to tap into their internal resources to improve their skills for future employment. Similarly, PCR are considered fundamental for supporting an individual in the pursuit of a boundaryless and protean career (Coetzee, 2014).

A protean career is one where an employee owns and moulds their career management to fit the individual's current context (Yildiz et al., 2015). A protean career is also defined as a career where individuals aim to renew career identities with the purpose of having an alignment between their personal abilities and those in the market (Grote & Hall, 2013). Studies have suggested that protean careers have resulted in a shift in the psychological contract, where employers no longer work on employee commitment but rather investing in employees acquiring multiple skills (Coetzee & Schreuder, 2016).

Coetzee (2008) also suggests that the PCR profile of an individual reflects their career consciousness. The concept of career consciousness is described as people's self-awareness, perceptions and self-evaluations. PCR have been compared to self-evaluations that enable individuals to control their terrains, and solve unfamiliar problems in their occupational roles (Coetzee, 2014; Savickas & Porfeli, 2012).

1.2.2 Defining Organisational Commitment

The concept of organisational commitment refers to the employee's attachment to, identification with and involvement in an organisation (McShane & Von Glinow, 2007). Three approaches have been distinguished to study the concept; these include attitudinal, motivational and behavioural (Ferreira et al., 2010). Organisational commitment is conceptualised using Meyer and Allen's (1997) three component model. The model conceptualises three components of organisational commitment, namely affective, normative and continuance. The aforementioned components are distinguished by the state of mind (Ferreira et al., 2010). Affective commitment refers to the individual's involvement in, identification with and loyalty to the organisation. In addition, Geldenhuys et al. (2014) emphasise that affectively committed employees are more autonomous. McShane and Von Glinow (2007) postulate that individuals committed affectively usually express constructive problem-solving tactics. Continuance commitment refers to a calculative attachment to an organisation where an employee recognises the cost involved in leaving the organisation (Allen & Meyer, 1990). Spector (2008) elucidates that continuance commitment is accrued from a lack of available alternative jobs. Individuals who perceive continuance commitment prefer

a unionised approach to solving problems. Normative commitments refer to a moral obligation to stay in an organisation (Coetzee, 2008). According to Mogotsi et al. (2011), organisational commitment is a strong predictor of organisational citizenship and needs to be nurtured in order to develop organisational citizenship behaviour.

1.3 PROBLEM STATEMENT AND MOTIVATION FOR THE STUDY

From the aforesaid background, it can be seen that a well-developed profile of PCR is crucial in the 21st century world of work. Previous research has been explored regarding PCR in South Africa. A gap exists in research regarding PCR and organisational commitment in Botswana. The research will assist management to discover ways to ensure environments where employees could contribute to being long-term assets of organisations. The study will add to the body of knowledge.

A previous study carried out in Botswana posits that organisations have devised a number of measures which are geared towards preventing and controlling high employee turnover (Gopane & Magang, 2016). It revealed that parastatal institutions in Botswana are trading off redundant posts and creating new posts, opening opportunities for fresh talent. The aforementioned indicates that the parastatal institutions are gearing up for workplace 2025.

The constructs of relevance to the research are PCR and organisational commitment, as well as individuals' demographic characteristics, namely age, gender, job level and marital status.

Based on the background and research problem as described above, the following research questions were formulated:

- How is PCR conceptualised in literature?
- How is organisational commitment conceptualised in literature?
- What are theoretical linkages between organisational commitment and PCR?
- What are the implications of the theoretical relationship between PCR and organisational commitment for retention practices in a parastatal institution?

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

- Does an empirical relationship exist between PCR and organisational commitment as evident in a sample of respondents in a parastatal institution?
- Do age, gender, job level and marital status groups differ significantly regarding PCR and organisational commitment in a sample of correspondents in the parastatal institution?
- What recommendations can be formulated for the practice of industrial and organisational psychology, retention and for further research based on the findings of this study?

1.4 AIMS OF THE RESEARCH

From the above research questions, the following aims were formulated:

1.4.1 General aims of the research

The general aims of this research study were to:

- a) Establish if a relationship exists between PCR and organisational commitment amongst employees in a parastatal institution in Botswana; and
- b) Determine whether individuals of different age, gender, job level and marital status groups differed regarding PCR and organisational commitment.

1.4.2 Specific aims of the research

The following specific aims were formulated for the literature review and the empirical study:

1.4.2.1 Literature review

The following specific aims were formulated for the literature review:

- To conceptualise PCR in literature.
- To conceptualise organisational commitment in literature.
- To determine theoretical linkages between PCR and organisational commitment.
- To conceptualise the implications of the theoretical relationship between PCR and organisational commitment in industrial and organisational psychology.

1.4.2.2 Empirical aims

The specific aims of the empirical study were to:

- Investigate the empirical relationship dynamics between PCR and organisational commitment.
- Determine whether there are significant differences between age, gender, job level and marital status groups with regard to PCR and organisational commitment.
- Formulate recommendations for the discipline of industrial and organisational psychology, in particular with regard to retention practices and further research.

1.5 PARADIGM PERSPECTIVE OF THE STUDY

Paradigms have been defined as a set of beliefs that influence how researchers see and understand a phenomenon (Babbie & Mouton, 2009). Similarly, Shannon-Baker (2016) asserts that paradigms are guides that assist scholars to ground their research during a research inquiry. This section outlines the relevant paradigms and market of intellectual resources employed in the study.

1.5.1 The intellectual climate

Thematically, the literature review of PCR and organisational commitment is presented from the humanistic paradigm. The empirical study of research is presented from the postpositivist research paradigm.

1.5.1.1 Systems perspective

The psychological paradigm is a systems perspective, which posits that work is embedded in the lives of individuals. Working entails a web of relationships between individuals, relatedness, connectedness and interactions within parts of a whole (McMahon et al., 2015). The systems approach aims at understanding organisation problems through the notion that organisations are responsive to the environment and consist of sub-systems that interact with each other and the environment (McMahon et al., 2015).

1.5.2 Literature review

The literature review covered theories related to the constructs of PCR and organisational commitment which were presented from a humanistic paradigm. The aforementioned paradigm originated from the theory of Maslow (1943), which is focused on the psychology of humans in terms of meaningfulness, spirituality and self-actualisation. The current study aimed at exploring PCR and organisational commitment of employees; hence the current study recognised the humanistic paradigm.

1.5.3 Empirical study

The empirical research paradigm of the study is the postpositivist paradigm perspective, which disputes the idea of absolute truth and aims to show that research is fallible. The paradigm is deterministic as it highlights that causes determine outcomes. It is also reductionist in that it reduces ideas to variables that include hypotheses and research questions (Creswell, 2014). It aims to confirm current objectivity that already exists in the world, espouses to do so through numeric measure of observations and study of individual behaviour.

Postpositivism is influenced by objectivism, which espouses that reasoning is more important and behaviours are measured statistically (Yilmaz, 2013). People make sense of the world as they engage with it. Facts are considered if objectively measured. Facts are confirmed through numeric measure of observations and study of individual behaviour (Creswell, 2014).

Postpositivism commences with testing a theory through the collection of data with the aim of confirming or disputing the theory. Claims are refined in order to advance relationships amongst variables. A hypothesis and research questions of the study are derived from advancing relationships amongst variables. The stance emphasises that the hypothesis is not proven but rather indicates failure to reject it. Theories are tested with valid instruments that have proven valid and reliable. Objectivity is crucial in this perspective (Creswell, 2014).

1.5.4 The market of intellectual resources

The market of intellectual resources is defined as the assumptions that influence the epistemological status of the scientific statements (Mouton & Marais, 1996). These are divided into theoretical beliefs, which are concerned with the nature and structure of phenomena, and methodological beliefs, which deal with the nature and structure of the research process. The section that follows presents the meta-theoretical statements, the relevant theories, the conceptual descriptions of PCR and organisational commitment, and the central hypothesis.

1.5.4.1 Meta-theoretical statement

Meta-theoretical statements are philosophical beliefs or worldviews of the structures and processes governing scientific theory used to give perspective and boundaries to a shared phenomenon (Ritzer, 2009). The meta-theoretical statements outlined in the study are from the field of Industrial and Organisational Psychology (IOP).

IOP refers to a branch of applied psychology that focuses on the application of psychological principles, theory, and research to the work setting (Landy & Conte, 2007). The field aims at enhancing human well-being and performance in organisations and workplace settings by promoting the science, practice and teaching of industrial and organisational practices (Riggio, 2015).

PCR have received a great deal of attention in IOP practice and research, as they were positively related to job satisfaction, organisational commitment and employee retention (Riggio, 2015). Organisational psychology, as a sub-discipline of IOP, seeks explaining scientific knowledge in explaining human behaviour in the workplace (Riggio, 2015).

1.5.4.2 Theoretical statements

The literature review on PCR was presented from a career psychology point of view. The model of PCR developed by Coetzee (2008) was used as a guide.

The literature on organisational commitment was presented from an organisational psychology point of view. The literature review on organisational commitment was

presented from the view of the Meyer and Allen (1991) three-component model. PCR were discussed from Coetzee's (2008) PCR model.

1.5.4.3 Conceptual descriptions

A brief discussion of the research variables is detailed below.

a) Psychological career resources (PCR)

PCR refer to an individual's competencies and subjective experiences that influence their facilitation of career proactive behaviour over time (Coetzee et al., 2017).

b) Organisational commitment

For the purpose of this study, Meyer and Allen's (1991) three-component model underpinned the research. Meyer and Allen (1991) viewed organisational commitment as a psychological state that reflects the sense of shared values, identity, loyalty, support and pride that employees have for their organisation. Furthermore, organisational commitment has been defined as the degree to which an employee feels obliged to stay with an organisation (Geldenhuis et al., 2014).

1.5.4.4 The central hypothesis

There is a relationship between PCR and organisational commitment. Moreover, individuals from different age, gender, job level and marital status groups differ significantly in terms of PCR and organisational commitment.

1.6 RESEARCH DESIGN

Research design refers to the philosophical assumptions made by the researcher on the approaches of inquiry regarding the research questions (Creswell, 2014). A methodology of a study is highly guided by its researcher on the approach to take in the empirical part of the research. The following section presents the research approach, variables, and unit of analysis, methods for validity and reliability, and research methods used in the study.

A cross-sectional survey was employed in the study. The cross-sectional survey included permanent staff in a parastatal institution in Botswana.

1.6.1 Research approach

A quantitative research study was conducted to investigate the relationship between PCR and organisational commitment. A cross-sectional survey allows data to be collected at a specific point in time. A cross-sectional survey design was used to provide a numeric description of opinions of the population by studying the sample of that population in order to generalise the results back to that population, namely the parastatal institution in Botswana. Quantitative research allows for the establishment of relationships between variables and the tested hypothesis (Claassen, 2015).

1.6.2 Research variables

Variables refer to measurable attributes of individuals or organisations that vary amongst the individuals and organisations (Moerdyk, 2014). Variables answer the research questions in a quantitative study. One variable affects or causes another. Independent variables are those that influence others; dependent variables are those that depend on the results of independent variables (Creswell, 2014). Control variables are important variables in quantitative research, as they are a type of independent variable and are controlled with the use of statistical procedures. The independent variable in the study is PCR and the dependent variable is organisational commitment. The study sought to find out if a relationship exists between PCR and organisational commitment.

1.6.3 Unit of analysis

The unit of analysis describes the objects of the investigation in the study (Van Zyl, 2014). The unit of analysis for this study was permanently employed individuals from different departments in a parastatal institution in Botswana. The PCR and organisational commitment were examined on an individual basis to establish the relationship between PCR and organisational commitment within the organisation.

1.6.4 Methods to ensure reliability and validity

The following methods were used to ensure reliability and validity of the research study.

1.6.4.1 Validity

Validity refers to the ability of the instrument to measure what it is intended to measure and the absence of contaminating influences (Moerdyk, 2014). In research, validity constitutes internal and external validity. To ensure validity, decisions must be informed regarding the purpose of the study, data collection techniques, data analysis, and theoretical paradigms. Validity was ensured in the following ways:

- The validity of the literature review was ensured by referring to both recent and classical literature.
- Correct theories and models were used as applicable research title, questions and aims of the study.
- Internal validity was ensured through the use of suitable instruments which have been proven valid in previous research.
- Statistical analysis was done by an expert with recent computer software.

1.6.4.2 Reliability

Reliability refers to a test's ability and repeatability to produce results that are consistent with what is measured (Creswell, 2014). Reliability was ensured in the following ways:

- Used a representative sample.
- Used measuring instruments that have been proven reliable in previous research.
- Data privacy: Confidentiality and anonymity were ensured.

1.6.5 Research method

The research was presented in two phases, namely the literature review and the empirical study.

1.6.5.1 Phase 1: Conceptualisation and literature review

The focus of the literature review's conceptualisation was on exploring the constructs of PCR and organisational commitment from a theoretical point of view. The general aim of the literature review was to establish a theoretical link in the relationship between the PCR and organisational commitment, using information obtained from South African and international sources, such as journals, textbooks, theses and dissertations. The implications between the two sources were explored. The literature review addressed the research questions by examining previous studies.

1.6.5.2 Phase 2: Empirical study

The empirical study comprised nine steps:

Step 1: Population and sample

Target population for this research was employees in a parastatal institution in different departments and one location. To avoid nuisance variables, the sample was chosen from this targeted population. The chosen parastatal institution comprises more than 1,000 employees. It was therefore not possible to e-mail the survey link to the employees. Individuals responded through paper and pencil, while some requested for a link to be shared a total of 380 questionnaires were sent out to employees. Informed consent was obtained.

A total of 130 responses were received. Non-probability or convenience sampling was used. This is a sampling technique where respondents are selected on availability and each individual has equal probability of being selected from the population (Creswell, 2014).

Step 2: Choosing, motivating the psychometric battery

The PCR inventory by Coetzee (2008) was used in the study to measure the PCR of the employees in the parastatal institution. The Organisational Commitment Scale (Meyer & Allen, 1991) was used to measure organisational commitment. Furthermore, the study measured the PCR in relation to organisational commitment. To study the differences between age, gender, job level and marital status, a biographical questionnaire was also added to the questionnaire.

a) Psychological Career Resources Inventory (PCRI)

The study used the PCRI which was developed by Coetzee (2008). It is a self-report measure grouped into five (5) dimensions and 15 constructs, with a total number of questions of 64 items. The internal consistency was good, as all dimensions were PCRI ranged from 0.61 (moderate) to 0.74 (high). The six-point Likert scale for each item ranged from strongly agree to strongly disagree. The instructions for completion were available on the questionnaire. The participants were ensured that participation was voluntary. The instrument has been validated within a South African sample which represents an emerging country context.

Reliability of the PCRI

Reliability was determined by using Cronbach's Alpha coefficients. It was based on previous studies' Cronbach Alpha coefficients of between 0.71 and 0.88 for the five (5) dimensions. In a previous study by Coetzee (2008), the Bartlett test of sphericity was used to confirm reliability of the 15 constructs within PCRI and confirmed $p < 0.001$ for all the constructs.

b) The Organisational Commitment Scale (OCS)

The organisational commitment scale (OCS), originally developed by Allen and Meyer (1990), was used to measure organisational commitment. The instrument has 24 items and consists of three (3) sub-scales (affective, continuance, normative). Each sub-scale consists of eight (8) items. The sub-scales were measured on a seven-point Likert scale ranging from 1 (strongly agree) to 7 (strongly disagree).

The instrument measured the following dimensions:

- a) A strong belief in acceptance of organisation goals and values (affective sub-scale).
- b) The continuance sub-scale measured the extent to which an individual perceives costs involved in leaving the organisation.
- c) The normative sub-scale is the extent to which an individual feels obliged to stay in an organisation.

Reliability of the Organisational Commitment Scale (OCS)

Internal reliability estimates have been reported for the sub-scales affective commitment (0.82), continuance (0.74), and normative (0.83). The OCS was accepted to have good psychometric properties and has been accepted in previous studies, with a Cronbach Alpha of 0.90 established (Ferreira et al., 2010).

Step 3: Administration of the psychometric battery

The researcher requested ethical approval and permission to conduct research from the UNISA Postgraduate Research Ethics Committee. The approval from the university was submitted to the parastatal institution with clear details of the research. The consideration of ethics was adhered to. Pertaining to access to the institution, the researcher sourced personnel from the institution to assist with access. The participants' consent was sought and confidentiality was guaranteed by not including their names. Participants were not coerced to sign consent. The purpose of the research was articulated to the participants. Anonymity refers to not linking records with names; confidentiality is keeping anything discovered about participants retained (Van Zyl, 2014).

Data was collected in prearranged sessions. A non-probability sampling method was used to request participants to complete the questionnaire. The gatekeeper informed the researcher that the Information Technology policy of the institution prohibits external e-mails. It was therefore not possible to e-mail the survey link to the employees. Individuals responded through paper and pencil, while some requested for a link to be sent via WhatsApp. Before the instrument was handed out to participants, an information sheet and an informed consent form was sent out to explain the purpose of the research and participants were informed that participation was voluntary. It was also explained to the participants that they had the right to withdraw at any time and ask any questions. All informed consent forms were obtained by the researcher before the questionnaires were administered.

Step 4: Scoring of the psychometric battery

In terms of descriptive statistics, means were calculated to determine the central tendency. The scores and standard deviations were calculated to estimate how dispersed the scores were from the mean.

Inferential statistics in the form of Pearson's Product Moment Correlation Coefficient were computed to determine the statistically significant relationship between PCR and organisational commitment.

Step 5: Statistical processing of the data

Quantitative data analysis methods of descriptive and inferential statistics were used in the study to show frequency of occurrence through establishing statistical relationships between the variables using SPSS (Claassen, 2015). Correlational statistics in the form of 0 Pearson's Product Moment Correlation Coefficient were calculated to test the relationship of the independent variables against the dependent variables. To test internal consistency and reliability of the measuring instruments, Cronbach Alpha coefficients were used. Furthermore, the participants' Mann Whitney Test was used to compare the means across the groups.

The statistical processing was carried out as follows.

Descriptive statistics

Descriptive statistics were utilised to show the sample's characteristics. The first step in the analysis of the data was to describe it; this entailed computing a set of descriptive statistics.

Cronbach Alpha coefficient

Cronbach Alpha coefficient is a test used to estimate the reliability of a test item. The resulting Cronbach Alpha ranges from 0 to 1.

Means and standard deviations

Variables were reported through means and standard deviations. The mean is symbolised as M , whilst standard deviation is symbolised by s .

- a) The mean refers to the total number of scores of a distribution and dividing the total sum by the number of scores (Martins et al., 2017).
- b) "Standard deviation is the average amount that each of the individual scores varies from the mean of the set of scores" (Van Zyl, 2014, p. 166).

Correlational statistics

Correlational research refers to the linear relationship between two or more variables and indicates the strength between variables (Van Zyl, 2014). The measure used to assess the degree of relatedness of the variables is called the correlation coefficient. The different types of correlation techniques that were used are described as follows:

Pearson's Product Moment Correlation Coefficient

The Pearson's Product Moment Correlation Coefficient was used as a measure of relationships; it is represented by the letter r .

Inferential statistics

A set of tools called inferential statistics was applied with the aim of deciding how data collected related to the original hypothesis, and further, how the data might be generalised to a large number of subjects (Van Zyl, 2014). The age group of 25 and younger was combined with the age group 26 to 40 years because there were only two respondents in the age group of younger than 25 years. It is impossible to compare groups where you have fewer than five people in a category. Hence the ANOVA was discarded and the researcher relied on the Kruskal Wallis test. The Kruskal Wallis test was used to determine the significance of two groups of participants.

Step 6: Formulation of hypotheses

Hypotheses were formulated from the central hypothesis to establish the existing relationship between individuals' PCR and organisational commitment in a parastatal institution.

Hypotheses of the study

H₀₁: There is no statistically significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana.

H₁: There is a statistically significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana.

H₀₂: There are no significant differences between individuals' age, gender, job level and marital status in terms of PCR and organisational commitment.

H₂: There are significant differences between individuals' age, gender, job level and marital status in terms of PCR and organisational commitment.

Step 7: Reporting and interpreting of results

The results were presented in the form of tables and graphs in order to compile a meaningful report from the data collected on the relationship between PCR and organisational commitment and the biographical groups. The results were presented in the form of tables and graphs to make it easier to understand.

Step 8: Integration of the research findings

The results from the study were integrated into the findings of the literature review.

Step 9: Conclusion, limitations and recommendations

Conclusions were formulated based on the assumptions and findings of the study. The limitations were highlighted for both the literature and the empirical study. Additionally, the findings informed recommendations to the participating institutions with the aim of improving employee retention. Furthermore, the recommended areas of study could build on the body of knowledge in the field of IOP.

1.7 CHAPTER LAYOUT

The chapters in the study are laid out as follows:

Chapter 1 provides the background and motivation of the study, the problem statement, aims, paradigm perspective, research design, method and the summary of the chapter layout.

Chapter 2 provides the theoretical review on PCR and organisational commitment.

Chapter 3 provides the research article.

Chapter 4 provides the conclusions drawn, the limitations and possible recommendations for the organisation and future research.

1.8 CHAPTER SUMMARY

Chapter 1 of the research discussed the background, motivation of the study, the problem statement, aims of the study and paradigm perspectives. The chapter also

outlined the research method, research design and models. The focus framework of the study was mainly on the relationship between PCR and organisational commitment.

CHAPTER 2

LITERATURE REVIEW: PSYCHOLOGICAL CAREER RESOURCES AND ORGANISATIONAL COMMITMENT

2.1 INTRODUCTION

This chapter conceptualises the constructs of PCR and organisational commitment. The theoretical linkages between the PCR and organisational commitment, as well as the implications of the relationship, are explained through relevant theories and models.

The versatility of the 21st century requires management to find ways to remain relevant and understand factors that influence turnover and retention of employees (Coetzee et al., 2016). This chapter takes an in-depth look at the available literature on the constructs of PCR and organisational commitment, more specifically in a parastatal institution in Botswana. The study aimed at exploring the relationship between PCR and organisational commitment in a parastatal institution in Botswana. A parastatal institution refers to an organisation that is partially owned by the state and partially by private entities.

2.2 CONCEPTUAL FOUNDATION OF PCR

This section focuses on the paradigmatic and conceptualisation of PCR, including its definition, theories and dimensions. Variables that may influence PCR are discussed, as well as the association of PCR and employee organisational commitment. The section concludes with a summary of PCR as a construct.

2.2.1 Conceptualisation and definition of PCR

PCR are skills and subjective experiences that have a big impact on encouraging and facilitating people's proactive career behaviour and career advancement over time (Coetzee, 2014). The term has also been defined as attributes and abilities such as behavioural adaptability, career orientation consciousness, self-insight, sense of purpose, self-esteem and emotional literacy (Ferreira, 2012). In addition, PCR have been defined as the resources that an individual uses to adapt to changing career

circumstances and the adaptation involved to achieve career success (Potgieter & Ferreira, 2022). Coetzee and Roythorne-Jacobs (2007) define PCR as a set of career-orientations, values, attitudes and attributes that lead to self-empowering career behaviour.

PCR assist individuals to understand their chosen career (Ferreira et al., 2010). A study by Coetzee (2008) shares the same view and states that PCR assist individuals to tap into their internal resources to improve their skills for future employment. Similarly, PCR are considered fundamental for supporting an individual in the pursuit of a boundaryless and protean career (Coetzee, 2014).

A protean career is one where an employee owns and moulds their career management to fit the individual's current context (Yildiz et al., 2015). A protean career is also defined as a career where individuals aim to renew career identities with the purpose of having an alignment between their personal abilities and those in the market (Grote & Hall, 2013). Studies have suggested that protean careers have resulted in a shift in the psychological contract, where employers no longer work on employee commitment but rather investing in employees acquiring multiple skills (Coetzee & Schreuder, 2016).

Coetzee (2008) also suggests that the PCR profile of an individual reflects their career consciousness. The concept of career consciousness is described as people's self-awareness, perceptions and self-evaluations. PCR have been compared to self-evaluations that enable individuals to control their terrains, and solve unfamiliar problems in their occupational roles (Coetzee, 2014; Savickas & Porfeli, 2012).

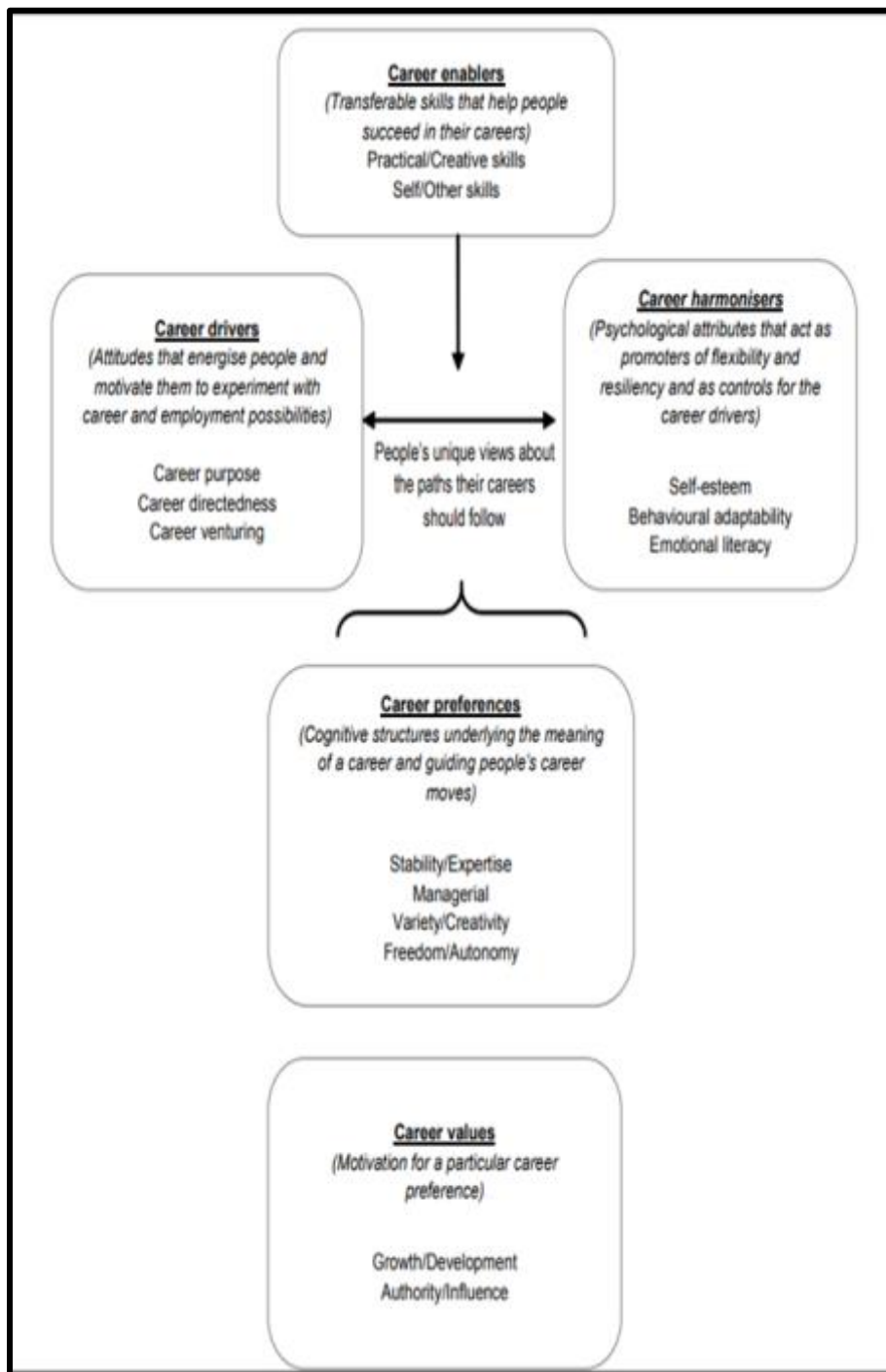
2.2.2 Theoretical model of PCR

Theories of PCR help to understand factors that equip people to navigate their career paths. Coetzee (2008) developed a model of PCR that indicates that all five types of PCR are linked to an individual's extrinsic and intrinsic career experience and go beyond work-related technical skills.

The theoretical model of Coetzee (2008) indicates that different types of PCR have to be in a state of equilibrium in order to ensure proactive career behaviour. Figure 2.1 illustrates the theoretical model of the PCR by Coetzee (2008).

Figure 2.1

Theoretical Model of Psychological Career Resources



Source: Coetzee (2008)

The following concepts relevant to the study are discussed: Career preferences and values, career drivers, career enablers, and career harmonisers.

2.2.2.1 Career preferences and values

Career preferences refer to the world views that people use to guide their long-term career pathways (Coetzee & Govender, 2020). People's career preferences form peoples' subjective views about their career paths. Subsequently, these views guide their career decisions. Career preferences include stability/expertise, managerial, creativity, and autonomy/independence.

Stability/expertise pertains to how an individual views careers that provide security and opportunity for development in a specialist field. Managerial refers to individuals who perceive vertical mobility with more responsibility, decision-making and influence as career success. Creativity refers to individuals who prefer a wide variety of tasks that require a wide variety of competencies in original ways. Autonomy/independence refers to individuals who desire a work environment free from disruption from external sources (Coetzee, 2008).

Career Values

Values refer to what individuals believe is the right conduct and how they evaluate the behaviour of others (Coetzee, 2008). Career values provide reasons for people's career preferences. Career values influence decisions, behaviour and career preferences. According to Coetzee (2008), there are two types of values, namely:

- Growth/development, which refers to the importance that the individual places on personal and professional opportunities to grow and develop.
- Authority/Influence refers to the importance that the individual places on the responsibility for others and the influence they perceive to have on major organisational projects.

2.2.2.2 Career drivers

Career drivers consist of an individual's career purpose, career directedness and career venturing. Career drivers are considered to be an individual's motivation to experiment and take risks with possible careers based on a self-assessment of one's

abilities for future roles (Coetzee, 2008; Ferreira et al., 2010). It is the career drivers that determine what the employee needs or wants from their employment (Coetzee, 2008).

Career purpose refers to an individual's passion regarding their career (Coetzee, 2008). Career directedness refers to how individuals locate resources that can assist one to attain career goals. It has also been defined as having clarity regarding future goals and options (Coetzee & Esterhuizen, 2010). Career venturing describes the level of comfort that employees experience when taking risks to explore career opportunities (Coetzee & Bergh, 2009).

2.2.2.3 Career enablers

Career enablers refer to the portable abilities and interpersonal management skills that help people to succeed in their careers (Coetzee, 2008). These can be conveyed across situations to assist in career success. Career enablers are considered essential as they assist in problem-solving skills and innovation-related ways for better career execution. Career enablers are grouped into two main categories.

Creative/practical skills: Creative skills refer to the ability to apply problem-solving and goal-setting skills related to innovation and change (Coetzee, 2014). Practical skills are explained as the ability to apply theory to real life situations (Sternberg, 1985).

Self/other skills are described as the skills related to self-awareness and interaction with others (Coetzee, 2008; Ferreira et al., 2010). Individuals' career decisions are said to be linked with emotional intelligence due to interactions in the workplace, hence self-management is necessary (Coetzee, 2014). Enablers can be related to soft skills and interpersonal skills, namely creative/practical and self/other skills (Coetzee, 2008).

2.2.2.4 Career harmonisers

Career harmonisers refer to the psychological or mental characteristics that act as controls in identified career drivers so that employees do not experience burnout. Moreover, career harmonisers also provide individuals with flexibility and resilience.

Coetzee (2008) divides career harmonisers into four constructs, namely people's emotional literacy, social connectivity, self-esteem and behavioural adaptability.

Emotional literacy is defined as the ability of an individual to manage the variety of affects that can be received and conveyed (Coetzee, 2008). Facilitating emotional responses plays a critical role in facilitating adaptive career behaviours in decision-making (Emmerling & Cherniss, 2003).

Social connectivity is an individual's ability to build and preserve healthy and mutually supportive relationships. The interactions between emotions and social connectedness play a role in time and effort put into the exploration of new opportunities (Emmerling & Cherniss, 2003).

According to Luthans (2005), self-esteem is an individual's attempt to understand themselves. Self-esteem is defined as the individual's self-assessment regarding their competence, value and efficacy compared with others and with their own standards (Coetzee, 2008).

Behavioural adaptability is the person's competence to recognise the attributes that are necessary for future success and to change accordingly (Ferreira et al., 2010).

2.2.3 Biographical variables influencing PCR

The objective of the study was to explore trends on how individuals from various age, gender, job level and marital status groups in a parastatal institution in Botswana differ in terms of PCR. In the next section, the variables that could influence the development of PCR are discussed. These variables include age, gender, job level and marital status.

2.2.3.1 Age

The results of a study by Coetzee and Govender (2020) indicate that participants in the early adulthood life stage (25 years and younger) have a higher preference than participants in the late early adulthood (31 to 40 years; 41 to 55 years) for autonomy/independence career value than for growth development value. This is

similar to Coetzee and Schreuder's (2008) findings which report that individuals at early adulthood (25 years and younger) have a greater need for autonomy and to work with fewer organisational restrictions. These findings correspond with Venter's (2012) findings. Ferreira and Coetzee's (2010) findings suggest that individuals in the establishment phase of their careers (26 to 40 year age group) have a significantly stronger preference for jobs that expose them to a variety of opportunities. Findings by Ferreira and Coetzee (2010) indicate that participants in the early adulthood life stage (25 years and younger) have greater confidence to make social connections than the participants in the age group 56 years and older.

2.2.3.2 Gender

Research by Coetzee and Bergh (2009) indicate that there is a significant difference between males and females on the career preference variable stability/expertise and managerial skills. This is contrary to studies by Coetzee and Schreuder (2009), which indicate that women place a higher value on steady and stable opportunities. A study by Ferreira and Coetzee (2010) suggest that females tend to have higher levels of social connectivity and self-esteem. In addition, Ferreira and Coetzee (2010) also indicate that the higher levels of female social connectivity result in a stronger need to venture out and experiment with new opportunities. Findings by Coetzee (2008) suggest that with regard to gender, females tend to rate higher than males on emotional literacy and self/other skills. A study conducted by Venter (2012) suggests that males tend to have a stronger preference for independence/autonomy than females.

2.2.3.3 Job level

Meyer and Allen (1997) suggest that having authority to influence organisational goals is positively related with the obligation to continue working for an organisation. Findings by Ferreira and Coetzee (2010) indicate that participants at managerial level tend to have a significantly higher level of normative commitment than the participants employed at staff level.

2.2.3.4 Marital status

The findings of Ferreira and Coetzee (2010) suggest that divorced/separated individuals appear to have a significantly greater need for managerial type of jobs where they can exercise authority over others. Findings reported by Ferreira and Coetzee (2010) suggest that women managers are less likely to be married owing to role overload. Single participants seem to show a lack of skills of exploring and implementing future career options in creative and innovative ways (Coetzee & Schreuder, 2008). In addition, Coetzee and Schreuder (2008) indicate that with career venturing, single participants tend to be more inclined toward taking career-orientated risks than married participants. Married people prefer careers that allow them a stable environment and benefit packages (Coetzee & Schreuder, 2008). Findings of research conducted by Tladinyane (2013) suggest that married participants displayed higher ratings for emotional literacy than single participants. These findings correspond to the findings of Coetzee (2008).

2.3 CONCEPTUAL FOUNDATION OF ORGANISATIONAL COMMITMENT

This section focuses on the paradigmatic and conceptualisation of organisational commitment, including its definition, theories and dimensions. Variables that may influence organisational commitment are discussed. The section concludes with a summary of organisational commitment as a construct.

2.3.1 Conceptualisation and definition of Organisational Commitment

The following concept of relevance to the study, namely organisational commitment, is discussed. The concept of organisational commitment is discussed within the paradigm of organisational .Thereafter the discussion is followed by the concepts that relate to the notion of organisational commitment. The concept of organisational commitment has gained interest over the years (Meyer & Allen, 1991) from other disciplines, such as human resource management and organisational behaviour. Progression associated with organisational commitment has an effect on organisations and employees. Allen and Meyer (1990) highlight that organisational commitment develops as an individual is employed by an organisation.

Organisational commitment has been defined in different ways in literature. O'Reilly and Chatman (1986) define organisational commitment as the degree to which an individual internalises or adopts characteristics or perspectives of an organisation. Furthermore, organisational commitment has been defined as the beliefs and attitude that an individual has towards an organisation (Meyer & Allen, 1997; Peng et al., 2016). Similarly, Ozkan et al. (2020) describe it as the strength of an individual's identification involvement with an organisation.

Organisational commitment has also been described as more than loyalty, but more from the psychological perspective. A commitment to an organisation seems to be directly associated with whether people feel that their psychological needs are being met, and whether people believe they are respected and recognised by the organisations where they work (O'Reilly & Chatman, 1986). Furthermore, McShane and Von Glinow (2007) define organisational commitment as the employee's attachment to, identification with and involvement in an organisation. Three approaches have been distinguished to study the concept, and these include attitudinal, motivational and behavioural (Ferreira et al., 2010).

2.3.1.1 Levels of Organisational Commitment

The following section discusses different levels of organisational commitment.

Moderate level of organisational commitment

The moderate level of the organisational commitment can be described as the reasonable acceptance of organisational goals and values and an effort to remain in the organisation. This level relates to normative commitment as the employees stay in the organisation because of the moral obligation to do so (Meyer & Allen, 1991).

Lower level of organisational commitment

The lower level of organisational commitment can be described by the lack of recognition of organisational principles and values. Employees who function at this level are usually disappointed with the organisation. The employee remains with the organisation because they need to do so. Given an option, the individual would leave

the organisation (Reichers, 1985). This level of organisation commitment is linked with continuance commitment (Meyer & Allen, 1991).

Table 2.1

A Set of Definitions for Organisational Commitment

Author	Definitions
Amdan et al. (2016)	Defined organisational commitment as the attitude where there is a similarity between an employee's and organisation's goals.
Becker (1960)	Organisation commitment is the tendency to persist on a course of action.
Reichers (1985)	Organisational commitment should be viewed as a collection of multiple commitments to different parts of the organisation. It is visible when members are committed to existing groups within an organisation.
Meyer & Allen (1997)	A psychological state that reflects the sense of shared values, identity, loyalty, support and pride that employees feel towards their organisation.
Mowday et al. (1979)	An individual's identification with and involvement in a particular organisation.
O'Reilly (1989)	An individual's psychological bond to the organisation, including a sense of job involvement, loyalty, and belief in values of the organisation.
Potgieter et al. (2016)	An employee's wish to remain a productive role player within an organisation.

2.3.1.2 Different approaches to Organisational Commitment

An important factor to consider when reviewing the different explanations of the concept of organisational commitment is whether commitment can be clearly distinguished from related constructs and different approaches to organisational commitment (Meyer & Herscovitch, 2001). There are four main approaches to conceptualising and exploring organisational commitment, namely the attitudinal

approach, the behavioural approach, the motivational approach, and the multidimensional approach (Sulliman & Iles, 2000). These four approaches describe the different ways in which organisational commitment is developed and the implications related to employee behaviour (Meyer & Allen, 1997). The differences identified in the four theoretical approaches are explained briefly below:

Attitudinal approach

Attitudinal approach views commitment as an attitude or a set of behavioural intentions. According to Mowday et al. (1979), attitudinal commitment represents a state in which an individual identifies with a particular organisation and its goals and wishes to maintain membership in order to facilitate these goals. This approach typically encompasses an exchange relationship in which individuals attach themselves to the organisation in return for certain rewards or payments from the organisation.

Behavioural approach

The behavioural perspective of commitment is developed from the work of Becker (1960). The approach proposes that employees make choices or side-bets on whether to remain a part of an organisation. Becker (1960) defines side-bets as individuals' investment (time, pension, etc.) in an organisation. In terms of a behavioural approach, organisational commitment is regarded as behaviour in terms of which individuals are committed to a particular course of action rather than an entity (Allen & Meyer, 1990).

These committing behaviours may make it difficult for an employee to leave an organisation, as the perceived costs of leaving may be too great (Becker, 1960). According to the side-bet theory, individuals are committed to the organisation as far as they hold their positions, irrespective of the stressful conditions they experience. Earlier scholars called this behavioural approach an exchange approach (Stevens et al., 1978). The exchange relationship can be categorised as economic or social (Deluga, 1994). This approach is similar to the three-component model with specific reference to continuance commitment.

Motivational approach

The motivational approach focuses on the state of commitment known as cognitive predisposition (Martin & Roodt, 2008). This approach can be characterised by the employee wanting to remain in the organisation because of their strong belief in the organisation's goals (Mowday et al., 1979). The motivated behaviour comes with varying mind-sets.

Multidimensional approach

The multidimensional approach alludes that commitment develops as a result of the interaction of emotional attachment, perceived costs and moral obligation instead of considering only the affective aspect (Sulliman & Iles, 2000). The same view is shared by Meyer and Allen (1991), as they assert that employees can be understood if all three types of commitment are taken into consideration. The view is that when there is no interplay, it results in a compromise (Meyer & Allen, 1997). Stevens et al. (1978) view the multidimensional category as psychological, in that the employee identifies with the organisation and dedicates time and effort to the organisation's achievements. The approach looks at commitment as the attitude towards the organisation. As a result of the multidimensional approach, most empirical investigations focused on identifying the antecedents of organisational commitment.

2.3.2 Theoretical models of Organisational Commitment

This section focusses on the models underpinning organisational commitment.

2.3.2.1 O'Reilly and Chatman's (1986) Model

O'Reilly and Chatman's (1986) model is based on where the problem stems from in an organisation. It is the assumption that commitment represents an attitude towards the organisation, and that there are various mechanisms through which attitudes can develop. It further looks at how the attitudes are maintained and that commitment will reflect the degree to which the individual internalises or adopts the characteristics or perspectives of the organisation. O'Reilly and Chatman's (1986) model depicts that an individual's psychological attachment is determined by three factors, as explained below.

- **Compliance or extrinsic rewards**

Compliance occurs when people adopt attitudes in order to gain certain extrinsic rewards.

- **Identification**

Identification is when individuals accept influence in order to satisfy relationships.

- **Internalisation**

This is based on congruence between an individual and their organisational values.

Previous studies considered O'Reilly and Chatman's (1986) model weak as it cannot distinguish between identification and internalisation (Meyer & Allen, 1997). The three-component models has thus been deemed dominant and said to have undergone extensive empirical evaluation (Meyer & Allen, 1997).

2.3.2.2 Meyer and Allen's (1991) Three-component Model

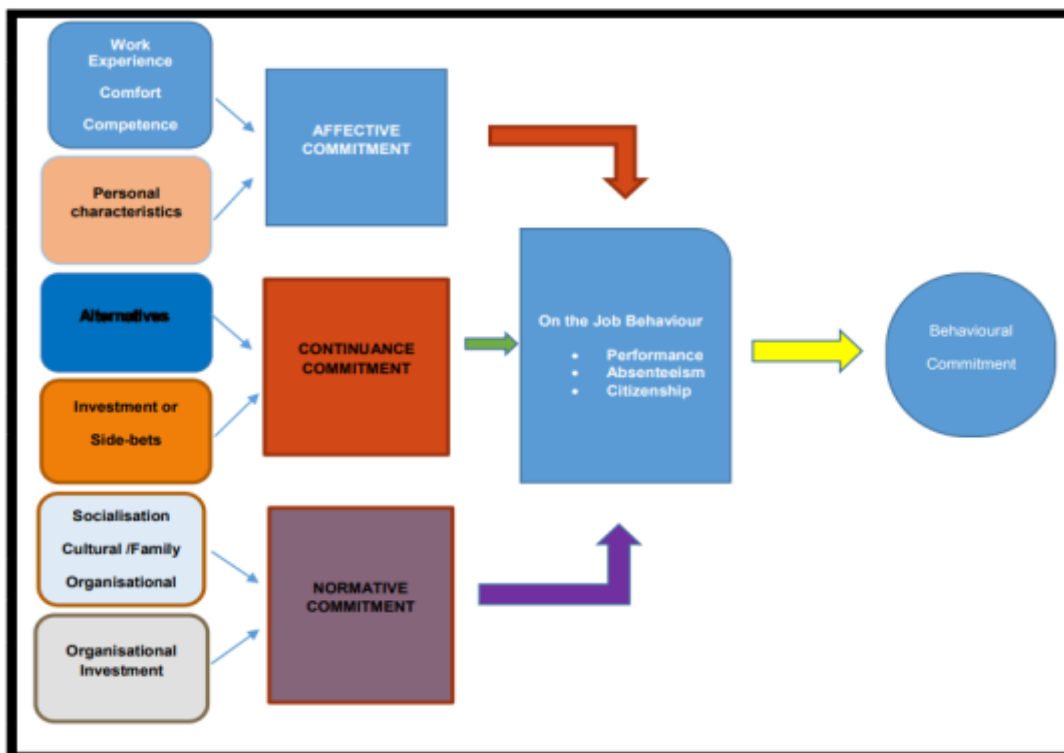
Meyer and Allen's (1991) three-component model gained popularity because of its multidimensional nature. For the purpose of this research, Meyer and Allen's (1991) three-component model was used to explain organisation behaviour. Meyer and Allen (1991) began their research on organisational commitment in 1981 to dispute the side-bet theory of Becker (1960). The side-bet theory described that commitment is based on work or non-work that will vanish if the actions were discontinued. Allen and Meyer (1990) first started with a measuring scale with two components, affective and continuance component, and then later followed with the third component, namely normative. The model explains the psychological attachment through three different approaches. The three-component model alludes that organisational commitment comprises three components, namely affective, continuance, and normative. Continuance commitment stems from negative costs associated with leaving the organisation. The model describes that continuance explains behavioural orientation. Normative commitment refers to the moral obligation to remain with an employer.

Affective commitment can be described as the psychological association that employees want to have with an organisation by having a vested interest in the success of the organisation (Meyer & Allen, 1997).

The main differences between the three components are in the state of mind presumed to characterise the commitment (Meyer & Herscovitch, 2001). These different mind-sets are described in the three-component model of commitment as affective, continuance and normative (Meyer & Allen, 1997).

Figure 2.2

Meyer and Allen's (1991) Three-component Model of Organisational Commitment



Source: Meyer & Allen (1991)

Figure 2.2 presents the three-component model of organisational commitment by Meyer and Allen (1991).

- a. Affective commitment

Affective commitment can be described as the psychological association that an employee has with an organisation by having a vested interest in the success of the organisation (Meyer & Allen, 1991). Studies have indicated that affective commitment develops from the degree of autonomy, belonging, which is the relationship between the employee and co-workers, the variety of skills used by the employee and fondness in the workplace (Meyer & Allen, 1997; Potgieter & Ferreira, 2018). Affective commitment has also been described as the feelings and joy levels that an employee has towards being a member of a certain employer. In addition, affective commitment reflects the image of the employee of the workplace (Meyer & Allen, 1991).

b. Continuance commitment

Continuance commitment stems from negative costs associated with leaving the organisation. It is developed in the process of socialisation, and through the employee's perception of job opportunities beyond the current organisation (Meyer & Allen, 1991). This facet of organisational commitment reflects what employees have to think about before leaving the organisation. Yousef (2016) alludes that employees with strong continuance commitment remain in the organisation, either because of low perceived alternatives or because of personal sacrifice associated with leaving. Employees weigh efforts, time, resources and working relationships invested if they leave the organisation (Meyer & Allen, 1991).

c. Normative commitment

Normative commitment refers to the moral obligation to remain in an organisation. This also stems from the employee feeling that they owe the organisation their loyalty (Meyer et al., 1993). Normative commitment stems from the internal socialisation that occurs before and after joining the organisation (Meyer & Allen, 1997). Employees internalise organisational goals and values because they feel it is the right thing to do (Allen & Meyer, 1990). Normative commitment has been positively associated with behaviours such as job performance and organisational citizenship.

2.3.2.3 Foci of Organisational Commitment

Research suggests that organisational commitment can be directed towards different targets or foci.

Understanding organisation commitment is vital to organisations as it assists management to diagnose gaps within the organisation and derive meaningful solutions (Ozkan et al, 2020). Cohen (1999) has identified five main foci of organisational commitment, namely affective commitment, continuance commitment, work ethic endorsement, career commitment, and job involvement.

According to Reichers (1985), the foci of organisational commitment refer to either individuals or groups to which individuals are attached. Meyer and Herscovitch (2001) concur, stating that people can be committed to a chosen course of action as well as that of the organisation.

Behavioural focus on Organisational Commitment

The basis of commitment is seen as a behavioural focus which provides the motive behind the psychological contract (Reichers, 1985). A person's attitude and behaviour are affected by aspects of the organisation with regard to psychological contract (Allen & Meyer, 1990). Research asserts that organisations can predict behaviour when they understand the goal of the employee's commitment (Lesabe & Nkosi, 2007; Meyer & Herscovitch, 2001).

Entity focus

The behavioural implications are considered specific if commitment is related to an entity (Meyer & Herscovitch, 2001). Organisational commitment should be viewed as a collection of multiple commitments to different parts of the organisation (Reichers, 1985). The four groups referred to by Reichers (1985) include rank and file employees, clients/customers, top managers/owners, and the public. In addition, Morgan and Hunt (1994) specify that organisations are likely to be committed to include top managers' occupations, work groups, supervisors, departments, divisions and unions.

Mind-set of the organisation

Commitment research has recognised the need to distinguish the different mind-sets that accompany the development of commitment (Meyer & Herscovitch, 2001). The mind-sets include desire, perceived costs and perceived obligation; the mentioned mind-sets make it easy to distinguish between the antecedents of affective, continuance and normative commitment. The mind-set of desire occurs when an individual realises their association with an entity in pursuit of a course of action (Dockel et al., 2006). The mind-set of perceived costs develops when an individual recognises that they stand to lose investments. The mind-set of perceived obligation develops through internalisation with the notion that receiving benefits should be reciprocated.

In a different context, Roodt (2004) asserts that the foci of organisational commitment include work, job, career, occupation and organisation.

Work focus involves an employee's loyalty to the work itself. Meyer and Allen (1997) state that employees who are loyal to their work ensure ownership and value to their employer.

Career focus refers to a person's identification and involvement in their occupation (Mueller et al., 1992). Certain organisational environments have resulted in employees being committed to their careers and less to the organisation (Noordin et al., 2002).

Job focus refers to dedication to the moderately temporary set of objective task requirements (Colarelli & Bishop, 1990). Research has stated that the commitment is linked to tasks that are related to roles of the job (Tladinyane, 2016).

With regard to organisation focus, an employee with organisation focus is willing to stay in the organisation by putting effort into the attainment of organisational goals (Tladinyane, 2016).

2.3.2.4 Antecedents of Organisational Commitment

Organisational commitment, as seen from various definitions, is a relationship between an individual and an organisation. It is important to understand when and

how commitment develops and how it shapes behaviours and attitudes of employees (Meyer & Allen, 1997). Failure to retain staff leads to a loss of organisational resources and human capital assets (Mayende & Musenze, 2018). Organisational commitment has also focused on antecedents. Understanding how organisational commitment develops assists managers to focus on other practices in place that could help to secure emotional bonds with the organisation. Such benefits are even higher when managers know the level of employees' organisational commitment and the factors that drive it. One group of such factors is that of demographic characteristics.

Development of Affective Commitment

Spector (2008) asserts that affective commitment is influenced by the match between an employee's needs and the expectations of the organisation. According to Meyer and Allen (1997), the antecedents of organisational commitment are categorised into personal characteristics, job characteristics and work experiences. The categories are explained below.

- i) Personal characteristics include biographical and dispositional variables (Meyer & Allen, 1997). Biographical variables include gender, age, tenure, and marital status. Dispositional variables include personality and values (Meyer & Allen, 1997). Findings from previous studies concluded that gender is not correlated to affective commitment. It has been concluded that there is a weak relationship between age and affective commitment. Meyer and Allen (1997) found that tenure and affective commitment are positively related. It was also concluded that there is no relationship between gender and affective commitment. However, a study by Wayne et al. (2013) has observed that employees' gender is related to organisational commitment. The study also concluded that there is no relationship between the level of education and affective commitment.
- ii) With regard to personality factors, there is a lack of empirical evidence as to whether individuals with different personalities are less or more affectively committed to an organisation.

- iii) Job characteristics, task significance, and skill variety have a strong relationship with work experiences and include leader behaviours and organisational characteristics. Characteristics of work impact on affective commitment, and the characteristics include job autonomy and job challenge (Meyer & Allen, 1997). It has been observed that clear job roles and shared decision have a positive impact on organisational commitment (Meyer & Allen, 1997; Mowday et al., 1982).
- iv) Structural characteristics have also been found to influence affective commitment (Meyer & Allen, 1997).

Development of Normative Commitment

Normative commitment is influenced by employees' feelings prior to and after joining an organisation (Meyer & Allen, 1991). Normative commitment arises from work culture and other socially accepted norms. Psychological contracts have been found to have an impact on normative commitment. In addition, Martin and Roodt (2008) assert that when employees trust the organisation and are satisfied with the labour relations, they become responsible for their jobs (normative commitment). Antecedents of normative commitment have also been related to relations with co-workers.

Development of Continuance Commitment

Continuance commitment develops as a result of employees assuming that an event has the potential to increase the cost of leaving an organisation (Meyer & Allen, 1991). The underlying factors to normative commitment are age, tenure, career satisfaction and intent to leave (Cohen, 1999). Age and tenure can be predictors of organisational commitment as they are associated with the size of savings that a person makes due to the unavailability of other jobs.

The variables related to continuance commitment are explained below.

Investments

Employees do not want to lose certain benefits that the employer may offer and will thus remain with the organisation. Becker (1960) asserts that commitment to a course

of action results from the accumulation of side-bets that an individual makes. In addition, Becker (1960) defines side-bets as individuals' investment (time, pension, etc.) in an organisation. The bets can also be behaviours (Allen & Meyer, 1990). These committing behaviours may make it difficult for an employee to leave an organisation, as the perceived costs of leaving may be too great (Becker, 1960).

Perceived alternatives

Workers' perception of alternative employment is another antecedent of affective commitment. Perceived alternatives are influenced by prior attempts to search for jobs (Meyer & Allen, 1997). Employees who perceive that there are more sources of employment have a weaker continuance commitment (Meyer & Allen, 1997).

Antecedents can be explained from an organisational and personal perspective.

Organisational Perspective

i) Employee training and development

Employee training and development have been found to correlate positively to organisational commitment (Jehanzeb & Mohanty, 2018). It has been found to have a positive impact on affective commitment in particular. It was found that training and development have a positive effect on turnover (Kim & Beehr, 2018). Moreover, provision of leadership with training and development opportunities predicts organisation commitment significantly (Orgambidez & Almeida, 2018). When employees feel that the organisation invest in them through training, they in turn become strongly committed to the organisation. It has been predicted that the antecedents of organisational commitment are perceived job characteristics, task autonomy, task significance, task identity, and skill variety (Meyer & Allen, 1991).

ii) Leadership

Leadership best practice has been associated with organisational commitment (Wei et al., 2016). It has been observed that there is a positive correlation between leadership behaviour and affective commitment (Kim & Beehr, 2018). Transformational leadership in particular has been found to predict organisational commitment, especially during change management. In the same respect, providing

employees with clarity of vision has been found to have a significant impact on employees' commitment to the organisation (Wei et al., 2016).

iii) Mentorship

It has been found that having a mentor in the organisation impacts positively on affective organisational commitment. The research findings revealed that mentorship leads to competence. Researchers found that mentor–mentee relationships are positively associated with affective commitment (Kim & Kim, 2017).

iv) Job autonomy

Autonomy is defined as the ability to choose how to do one's work (Christeen, 2015). Similarly, Geldenhuys et al. (2014) allude that affectively committed employees are more autonomous.

v) Organisational support

Studies have recognised that the way an individual perceives support influences their commitment to an organisation. The support can be derived from three sources, namely co-workers, supervisors and leadership. Support from a supervisor has a professional impact. It has also been found that co-workers' support is an antecedent for normative commitment (Meyer & Allen, 1997). This is contrary to a study by Orgambidez and Almeida (2018), who opine that the support from co-workers is associated with affective commitment.

Individual Perspective

As far as individual-related factors are concerned, it was observed that individual-related variables explain differences in organisational commitment (Coetzee & Schreuder, 2008). Gender, educational level, and marital status have been found to explain differences in employee commitment. Organisational commitment is crucial to individuals as it has been linked to well-being (Meyer & Allen, 1997). With regard to individual-related factors, it was revealed that individual characteristics influence organisational commitment due to its linkage to well-being (Meyer & Allen, 1997). Research by Viljoen and Rothman (2009) found that stressors, such as job insecurity and a lack of autonomy are negatively related to organisational commitment. Research has linked organisational commitment with well-being, work engagement, purpose in

life, feelings of belonging, efficacy and positive self-image (Mowday et al., 1982). For the purposes of this study, Meyer and Allen's (1997) model was used.

2.3.3 Biographical variables Influencing Organisational Commitment

An individual's level of organisational commitment differs as a result of certain variables. The variables relevant to this research are age, gender, marital status and qualification. Commitment is related to how employees respond to dissatisfaction with events at work (Meyer & Allen, 1997). According to Meyer and Allen (1991), employees' affective commitment is related to their satisfaction of expectations and basic needs. The next section will discuss the variables influencing organisational commitment.

2.3.3.1 Age

A number of studies have previously investigated the link between age and organisational commitment. The authors include Joao and Coetzee (2011), Ferreira et al. (2010) and Lumley (2009). The studies concluded that older employees were more committed than younger ones. Research by Martin and Roodt (2008) also confirmed that organisational commitment has a significant relationship with the age of the respondent. Meyer et al. (1993) found that affective and normative commitment is strongly related to employee age. Joao and Coetzee (2011) assert that the older employees are aware of the perceived costs of leaving an organisation and have fewer options, therefore increasing their levels of organisational commitment. In support, research by Martin and Roodt (2008) assert that organisational commitment has a significant relationship with the age of the respondent. Younger employees prefer work situations with fewer constraints (Coetzee & Schreuder, 2008). In contrast, Salami (2008) concludes that in his findings there was no significant correlation between age and organisational commitment.

2.3.3.2 Gender

Coetzee et al. (2017) found that male participants in the service industry appear to be committed to the organisation that provides them with autonomy to do their jobs in an independent manner. Female participants proved to be committed to organisations that respect family concerns. Research by Martin and Roodt (2008) has contradictory

findings, asserting that it cannot be clearly distinguished whether males or females were more committed. Research by Labatmediene et al. (2007) indicates that males and females have the same organisational, continuance and normative commitment and only differ in that men have a higher level of affective commitment than women.

2.3.3.3 Job level

Meyer and Allen (1997) suggest that having authority to influence organisational goals is positively related with the obligation to continue working for an organisation. Findings by Ferreira and Coetzee (2010) indicate that participants at managerial level tend to have a significantly higher level of normative commitment than the participants employed at staff level.

2.3.3.4 Marital status

Findings reported by Ferreira and Coetzee (2010) suggest that women managers are less likely to be married owing to role overload. The reason for the high commitment is because married people have more financial responsibilities due to family commitments (Martin & Roodt, 2008). However, findings by Meyer and Allen (1997) conclude that marital status appeared to be inconsistent with affective commitment.

2.4 INTEGRATION: THEORETICAL RELATIONSHIP BETWEEN PSYCHOLOGICAL CAREER RESOURCES (PCR) AND ORGANISATIONAL COMMITMENT

The theoretical linkage between organisational commitment and PCR has been substantiated by research, with PCR proving to be an accurate predictor of organisational commitment.

Tladinyane (2016) established that participants who value managerial career preferences seemed to be focused on their jobs and careers. Ferreira et al. (2010) conducted a South African study to determine if there was a relationship between organisational commitment and PCR, and alluded that managerial and independence/autonomy (career preferences), the authority/influence career value, the career enabler of practical/creative skills, high career directedness and low career venturing (career drivers), emotional literacy and social connectivity (career

harmonisers) have a positive relationship with organisational commitment. Research has indicated that PCR may help individuals to go through the career development process, overcome career barriers and difficulties, and adapt to uncertainties in the careers (Coetzee, 2008). This is related to Meyer and Allen's (1997) suggestion that role clarity is linked to organisational commitment.

A South African study by Coetzee (2008) revealed that individuals of age 25 years and younger scored higher in their career values of autonomy/influence and growth/development than individuals between age groups 31 to 40 years and 41 to 55 years.

Findings by Coetzee and Bergh (2009) indicate that career directedness is positively related to life satisfaction and job/work satisfaction. Coetzee and Esterhuizen (2010) also indicate that career directedness is positively correlated to health-promoting behaviours that lead to improvement in an individual's emotional and physical well-being. This is confirmed by Tladinyane (2013), who suggests that career directedness positively influences the participants' career commitment and a sense of vigour. Having clarity on future career targets may lead to high levels of commitment (Coetzee, 2008). Consistent with the line of thinking of Coetzee (2008), career directedness positively predicts perception of fit and sacrifice.

2.4.1 The implications of the theoretical relationship between PCR and Organisational Commitment

Employees' emotions towards organisations have a major role to play in the efficiency, stability, employee retention and innovation of entities (Naqvi & Bashir, 2015). Organisational commitment has a significant relationship with the age of participants (Ferreira et al., 2010; Martin & Roodt, 2008). The latter is also supported by Meyer et al. (1993) that affective and normative commitment is positively correlated with age. Contrary to the latter, Meyer and Allen's (1997) findings suggest that age and affective commitment are weakly related. Ferreira et al. (2010) found that older age groups were affectively and normatively more committed to their organisations than the younger age groups.

The need to research the relationship between the two variables provides valuable information regarding the impact of employees' career decisions on job satisfaction and emotional attachment to the organisation (Ferreira et al., 2010). Studies suggest that organisations that curate individual benefits that are aligned with individual career management behaviours tend to be successful in facilitating commitment (Coetzee & Bergh, 2009; Tladinyane, 2016). Moreover, a study by Coetzee and Esterhuizen (2010) indicates that employees who have clarity on their career goals tend to have optimistic attitudes and emotional well-being, which usually result in commitment to their organisations.

The findings of the study imply that career development support should take into consideration how biographical variables, such as age, gender, job level, and marital status relate to PCR, and in turn enhance organisational commitment (Ferreira & Coetzee, 2010). Research findings by Tladinyane (2013) found that a high level of self-esteem increases individual commitment to their career. The valuable implication of the findings is the new knowledge on the relationship between the variables.

2.5 CHAPTER SUMMARY

Chapter 2 presented a literature review of PCR and organisational commitment. The constructs were conceptualised by summarising views and definitions obtained from the literature and the main concepts relevant to the two constructs.

CHAPTER 3

RESEARCH ARTICLE

THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CAREER RESOURCES AND ORGANISATIONAL COMMITMENT IN A PARASTATAL INSTITUTION IN BOTSWANA

ABSTRACT

Orientation: The current workplace, characterised by volatility and uncertainty, makes it critical to get insights into how employees manage to thrive in organisations. The versatility of the 21st century urges management to find ways to remain relevant and understand factors that influence turnover and retention of employees (Coetzee et al., 2016). Parastatal institutions in particular are affected by this versatility, with retention at risk because of the scarce skills sought. Individuals no longer depend on organisational frameworks for empowerment, but rather depend on their psychological career resources (PCR) and personal career-related capabilities (Coetzee, 2014).

Motivation for the study: The current career context urges organisations to gain more understanding of organisational retention practices. The 21st career is characterised by individuals who are autonomous managers of their own careers (Coetzee, 2008). The current work context requires employees to have certain skills that do not emanate from formal training but rather from external career resources. The relationship between organisational commitment and PCR has not been researched much in the parastatal sector, and the findings of this study will be beneficial for the organisations in the sector and human resource practitioners.

Research design, approach and method: The research utilised a quantitative method. The study design used was a cross-sectional survey. A convenience sampling strategy was used. A biographical questionnaire, Psychological Career Resources Inventory (PCRI) and Organisational Commitment Questionnaire (OCQ) were the chosen instruments to collect data. A total of 130 responses were received. Non-probability or convenience sampling was used. This is a sampling technique where respondents are selected on availability and each individual has equal probability of being selected from the population (Creswell, 2014).

Of the 130 participants, about 49% were females and 51% were males. The sample consisted of 36.9% in the age group 41 to 45 years old, 56.9% was 20 to 40 years old and about 3.1% was 25 years and younger. With regard to job level 72.31% were staff, 15.4% first-level supervision, middle management and comprised 11.5%. Senior or Executive management constituted 0.8%. The sample was predominantly represented by single (68.5%) participants, with married (26.2%) and divorced/separated participants being 2.3%.

Main findings: The results showed that there is a positive significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana. Results show that there were significant differences within the sub-scales for PCR and organisational commitment across age and gender groups. No significant differences were observed between the marital status categories regarding level of organisational commitment. However, no significant differences were observed between the marital status categories regarding their level of organisational commitment.

Practical and managerial implications: PCR is positively related to organisational commitment. It is therefore essential that the variables are taken into account in career development. The results may have interesting implications for top management and human resource practitioners in enhancing talent retention within the parastatal sector.

Contribution/Value add: The findings of this research have implications for top management and human resource practitioners who are responsible for providing career development in the retention context. The research also provides valued insight and knowledge in Industrial and Organisational Psychology with regard to organisational commitment and PCR of employees. The findings add to career and retention literature and help to identify the impact of PCR on organisational commitment.

Keywords: psychological career resources, organisational commitment, career development, retention, parastatal

Introduction

The following section provides a brief background and motivation to the study, the literature study of the research variables, as well as the research objectives of the study.

Key focus of the study

Globalisation and information technology have resulted in unprecedented changes and different views on how to do work. In addition, Savickas and Porfeli (2012) indicate that unstable economic arrangements require employees to take charge of their careers. The demand for retaining skilled employees in the era of globalisation, uncertainty and turbulence has resulted in organisations investigating the factors that influence organisational commitment. The aforementioned era requires individuals to be agile and resilient in order to deal with the unexpected (De Vos & Van der Heijden, 2017). Today's turbulent workplace is characterised by employees who take responsibility for their career progression and sustain their employability (Tee et al., 2022).

According to the Botswana government, the country is envisaged to become a knowledge economy by the year 2036 (Gopane & Magang, 2016). Such an economy requires knowledgeable and resilient employees who can navigate their way through the complex changing world of work. A parastatal refers to a corporation that is partly owned by government through an act of parliament (Nsibirwa & Thabakgolo, 2022). Employees are challenged with fast-paced technology, uncertain career paths and reduced job security (Coetzee & Esterhuizen, 2010).

The focus of the study was on the relationship between PCR and organisational commitment. Developing an understanding of the relationship between PCR and organisational commitment could assist organisations with designing interventions which are aligned to their employees' needs, and in turn offer solutions-based approaches to employee retention (Coetzee et al., 2017).

Literature review

Psychological Career Resources

Several studies have researched the construct of PCR. Potgieter and Ferreira (2022) explained that psychological career meta-capacities are psychological career resources that assist employees to adapt to technological and unpredictable changes. Furthermore, Alisic and Wiese (2020) mention that there is a growing trend in developing career self-management capabilities that assist people challenges of the new employment landscape. According to Coetzee and Esterhuizen (2010), strong career drivers promote health-promoting behaviours that lead to an increase in an individual's emotional well-being. It has also been illustrated that a well-developed PCR profile assists individuals in achieving positive career outcomes (Coetzee, 2008). PCR assist individuals in setting and achieving career goals (Rasheed et al., 2020). Further mentioned was that a well-developed PCR profile is significant to career success and resilience. Coetzee's (2008) model of PCR is relevant to this study. The model explains PCR in terms of career preferences and values, career enablers, career harmonisers and career drivers.

Career preferences and values form peoples' subjective views about their career paths. Subsequently, these views guide their career decisions (Ferreira et al., 2010). There are four career preferences based on career orientation models of Driver and Brousseau (1988). These include stability/expertise (preference for a stable career), managerial (preference for a career as a manager), creativity/variety (preference for a creative career where there is room for variety), and autonomy/independence (preference for a career where an individual can function independently). According to Ferreira (2012), individuals with a strong preference for managerial positions and high self-esteem will experience emotional attachment to the organisation. The individuals' planning of their careers will be influenced by career preferences for managerial positions.

Career values influence decisions and provide reasons for people's career preferences. According to Coetzee (2008), there are two types of values: growth/development, which refers to the importance that the individual places on personal and professional opportunities to grow and develop. The second value is authority/influence, which refers to the importance that the individual places on the responsibility for others and the influence they perceive to have on major organisational projects.

Career enablers refer to the portable abilities and interpersonal management skills that help people to succeed in their careers (Coetzee, 2008). These can be conveyed across situations to assist in career success. Career enablers are considered essential as they assist in problem-solving skills and innovation-related ways for better career execution (Coetzee & Govender, 2020). Career enablers are grouped into two main categories which are described below:

Creative/practical skills: Creative skills refer to the ability to apply problem-solving, goal-setting skills related to innovation and change (Coetzee, 2014). Practical skills are explained as the ability to apply theory to real life situations.

Self/other skills are described as the skills related to self-awareness and interaction with others (Coetzee, 2008; Ferreira et al., 2010). Individuals' career decisions are said to be linked to emotional intelligence due to interactions in the workplace, hence self-management is necessary (Coetzee, 2014). Enablers can be related to soft skills and interpersonal skills.

Career harmonisers comprise people's self-esteem, behavioural adaptability, emotional literacy and social connectivity (Coetzee, 2014). Ferreira (2012) found a positive link between individuals' career harmonisers and job embedded-fit and life happiness.

Career drivers comprise people's career purpose, career directedness and career venturing attitudes. These attitudes motivate people to experiment with new career and preferred career alternatives (Coetzee et al., 2022). A study by Coetzee and Schreuder (2009) pointed out that managers have a stronger sense of career purpose and seek careers that allow opportunities to apply their expertise in the chosen job.

Organisational commitment

Organisational commitment has become a topic of importance in research as it is said to be critical for the success of any organisation (Gopinath, 2020). Over the years, researchers have variously construed definitions and measurements of the concept. It includes the employees' levels of association, involvement and loyalty to the

organisation (Meyer & Allen, 1997). Similarly, Benjamin and David (2012) describe organisational commitment as employees' loyalty to remain in an organisation and submit to its vision. The universal meaning is that organisational commitment is an employee's connection with their organisation. Allen and Meyer (1990) describe organisational commitment as a psychological state which characterises the employee's relationship with the organisation and implications of the relationship. Commitment of employees is crucial for organisational success; employees with strong commitment to the organisation will always support it (Tindowen, 2019). In agreement, Mowday et al. (1982) posit that organisational commitment is concerned with factors such as absenteeism and work performance.

Meyer and Allen's (1991) three-component model of organisational commitment is the framework used in this study, comprising three components, namely affective, continuance and normative. Continuance commitment (continuance) stems from negative costs associated with leaving the organisation (Allen & Meyer, 1990). The model describes that continuance relates to behavioural orientation. Normative commitment (moral obligation) refers to the moral obligation to remain in an organisation because one feels it is the right thing to do (Allen & Meyer, 1990). Affective commitment (emotional) can be described as the psychological association that employees want to have with an organisation by having a vested interest in the success of the organisation.

Each type of organisational commitment has different antecedents. It is important to understand how commitment develops and how it helps to shape attitudes so that employees manage the impacts effectively (Meyer & Allen, 1997). The four forms of antecedents that have dominated organisational commitment research include i) personal characteristics (gender and personality factors), ii) job characteristics (task significance and skills variety), iii) work experiences (leader behaviours and organisational characteristics), and iv) role-related characteristics (which include role ambiguity and role conflict).

Theoretical linkage between psychological career resources (PCR) and organisational commitment

People's PCR have been found to be related to affective organisational commitment (Ferreira et al., 2010). Similarly, Coetzee (2008) reports that employees with well-developed PCR are able to develop their careers, have a great sense of worth and invest time and effort in work activities. Notably, research by Coetzee and Bergh (2009) indicates that well-developed PCR lead to effective career orientation. Tladinyane (2016) highlights in her research findings that PCR (managerial, variety/creativity, growth/development, authority/influence, practical/creative skills, career purpose, career directedness, self-esteem, career venturing and behavioural adaptability) may influence other work-related outcomes, such as organisational commitment, significantly. In addition, the development of PCR (practical/creative skills, self/other skills) plays a crucial role in increasing an individual's commitment to the organisation (Tladinyane et al., 2013). In addition, Ferreira et al. (2010) highlight that career directedness may lead to higher levels of affective and normative commitment.

A study by Tladinyane (2016) indicates that participants who prefer innovative ways of working tend to be more committed to the organisation. Participants who prefer growth/development demonstrate commitment towards their careers. Increasing PCR may assist in proactively managing their careers and enhance commitment to their careers. Previous findings indicated that role clarity influences organisational commitment (Ferreira et al., 2010; Meyer & Allen, 1997).

According to Ferreira et al. (2013), PCR contributed significantly to explaining participants' sense of fit with their organisations. The findings also indicate that participants' self-management, interpersonal skills, and adaptability were important to increase the participants' organisational commitment. PCR influences outcomes such as job tenure and organisational commitment.

Research hypotheses

In view of the above theoretical relationship between OC and PCR, the following alternative and null hypotheses will be tested empirically:

H₁ There is a statistically significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana.

H₀₁ There is no statistically significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana.

H₂ There are significant differences between individuals' age, gender, marital status and job level in terms of PCR and organisational commitment.

H₀₂ There are no significant differences between individuals' age, gender, marital status and job level in terms of PCR and organisational commitment.

Research objectives

To determine whether PCR relate to organisational commitment amongst employees in a parastatal institution in Botswana.

- To investigate the empirical relationship between PCR and organisational commitment.
- To investigate whether age, gender, job level and marital status groups differ regarding PCR and organisational commitment.
- To formulate recommendations for the discipline of Industrial and Organisational Psychology (IOP) for further research.

The next section of the article focuses on the research design, which comprises the research approach and method, followed by the presentation of results and a discussion of the findings. The article concludes with a brief summary of the key conclusions, implications for practice and recommendations for potential future research.

Research design

The following section presents the research approach and method used in the study.

Research approach

A quantitative research approach was considered suitable for the study as it allows reliability through a set of rules which ensures duplication (Creswell, 2014). A cross-sectional quantitative research approach was used to achieve the research objective. The study investigated the empirical relationship between PCR and organisational commitment using correlational statistics.

Research method

The section that follows discusses the research participants, measuring instruments, research procedure and statistical analysis used in the study.

Participants

Participants were a non-probability sample of permanently employed adults at managerial and staff levels in a parastatal institution in Botswana. A sample of adult (N=130) permanent employees in a parastatal institution in Botswana participated in the study. Overall, the majority of the participants were male (51%).

As indicated in Figure 3.1, the age groups of the participants were between 41 to 45 years old (37.69%), 20 to 40 years old (59.23%) and 25 years and younger (3.08%).

Figure 3.1

Description of Sample by Age (n=130)

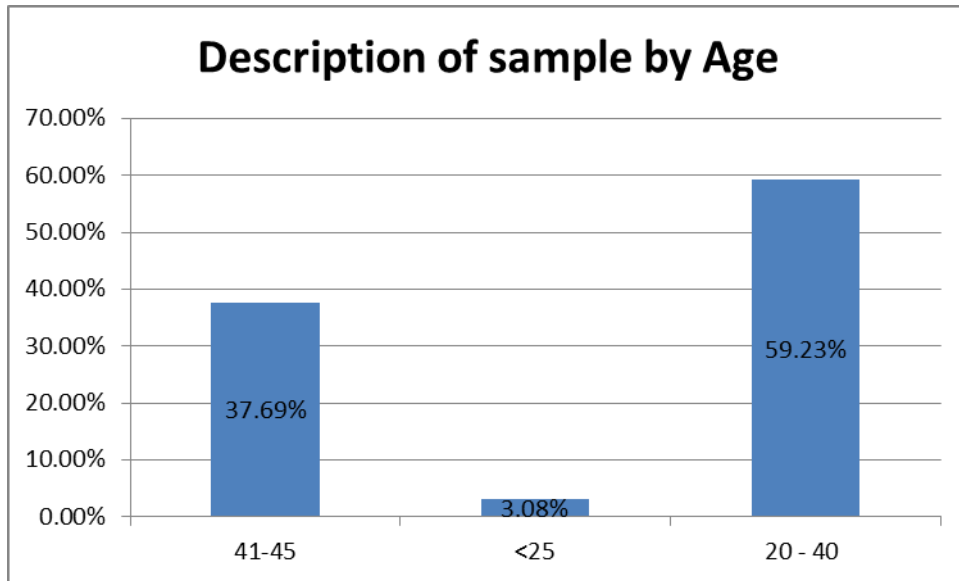
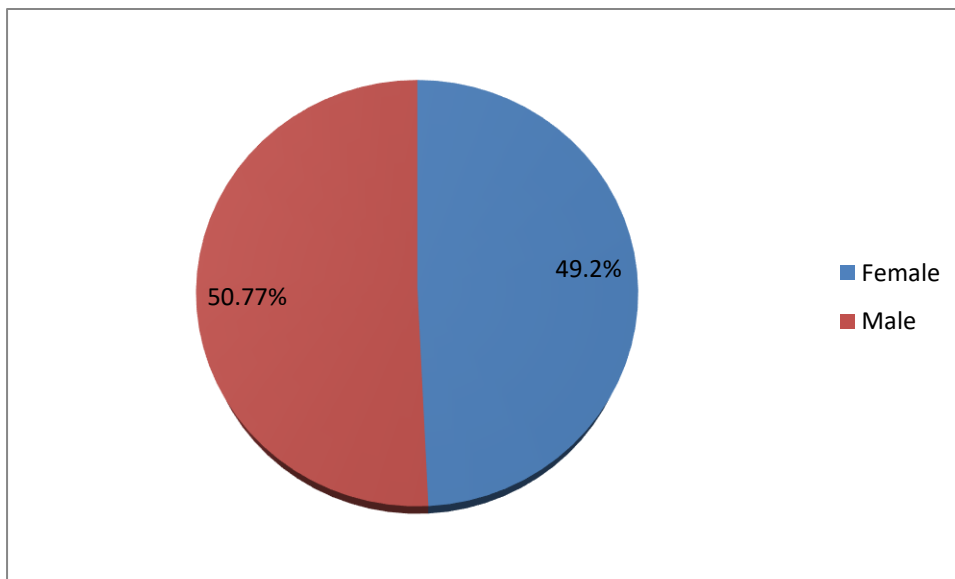


Figure 3.2

Description of Sample by Gender (n=130)



The gender distribution was 49% females and 51% were males, as indicated in Figure 3.2

Figure 3.3

Sample Distribution by Job Level (n=130)

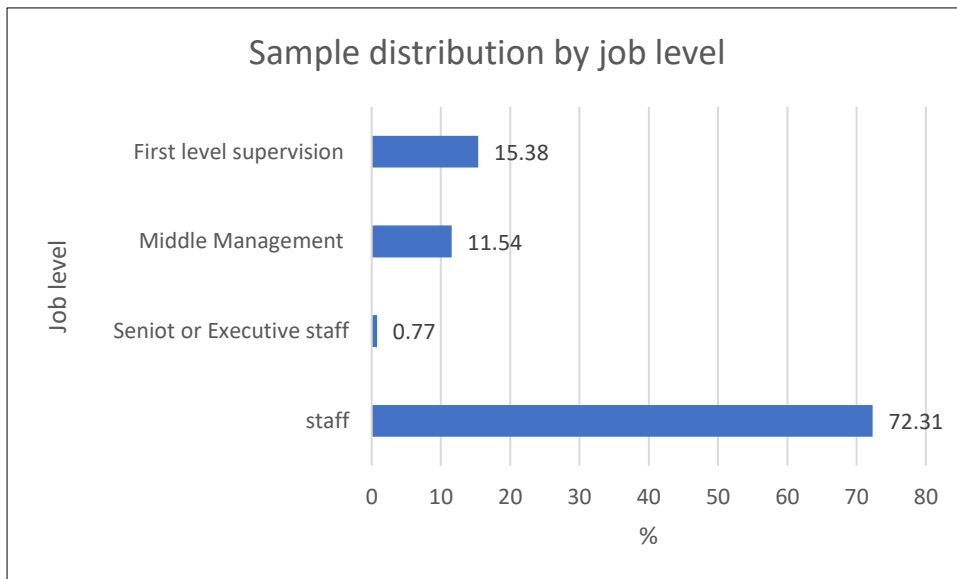


Figure 3.3 shows sample distribution by job level, with the largest proportion of respondents being staff (72.31%), followed by the job level group first-level supervision which was 15.4% of the sample. Respondents in the job level middle management comprised 11.5%. Senior management job level only constituted 0.8% of the sample.

Figure 3.4

Sample Description by Marital Status (n=130)

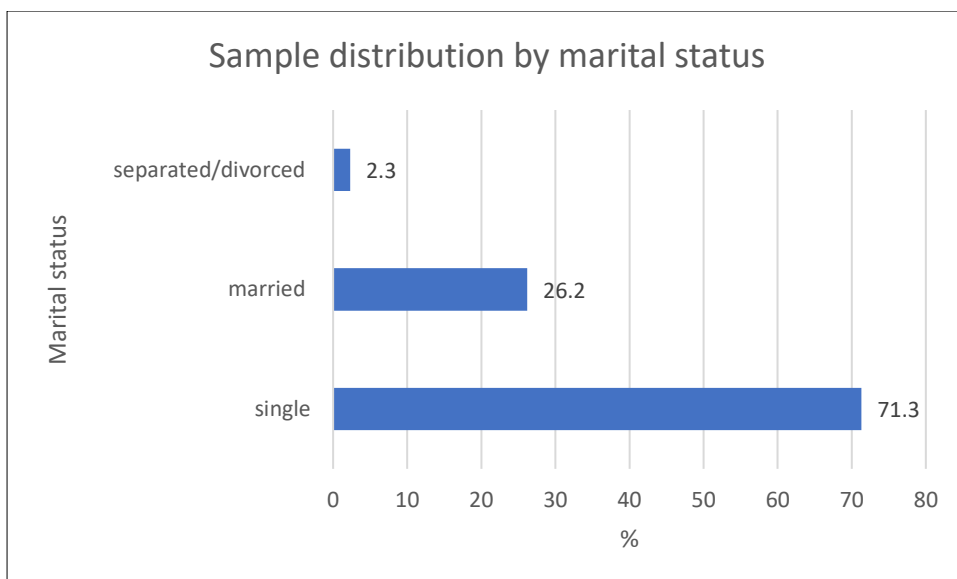


Figure 3.4 shows that the majority of the respondents were single (71.3%), followed by married (26.2%). The smallest group of respondents was divorced/separated, with 2.3% of the sample.

Measuring instruments

This section discusses measuring instruments, interpretation, as well as the validity and reliability of instruments. Psychological Career Resource Inventory (PCRI) (Coetzee, 2008) was used to assess the participants' PCR. Studies by Coetzee (2008), Coetzee and Bergh (2009) and Ferreira (2012) confirmed the construct validity, internal consistency, and reliability of the PCRI. The Organisational Commitment Scale (OCS) (Meyer & Allen, 1997) was used to measure organisational commitment. Meyer et al. (1993) report internal consistency reliability for affective commitment (0.83), continuance commitment (0.74) and normative commitment (0.83). The OCS tool was considered psychometrically acceptable for measure of organisational commitment. A biographical questionnaire was used to collect demographical data from the sample. The demographic variables included age, gender, job level and marital status.

Psychological Career Resource Inventory: The PCRI, developed by Coetzee (2008), was used to measure participants' PCR. The PCRI consists of 64 self-administered questions and five (5) sub-scales relating to dimensions of PCR: career preferences, career values, career enablers, career drivers, and career harmonisers. Items were scored on a five-point Likert type scale which ranged from strongly disagree to strongly agree.

Organisational commitment scale (OCS)

The participants' organisational commitment was measured by the OCS developed by Meyer and Allen (1997). The OCS used to be a 24-item self-report measure of organisational commitment relating to the dimensions of affective, continuance and normative commitment. The OCS was later revised to an 18-item self-report measure. The distribution of the responses was on a seven-point Likert-scale; the higher the number the more that item is true for the participant.

Research procedure

The study commenced after ethical clearance (2020_CEMS_IOP_017) was obtained from the University of South Africa ethical committee and gatekeeper from the participating institution. The participants were invited to participate through weekly schedules per department and site. The line managers explained their cyber security policy and advised that the survey would not be circulated through work e-mails. A survey link was shared through WhatsApp for those employees who preferred and requested the link to be shared. The data collection also included pen-and-paper surveys. Sessions took 30 minutes for the data to be collected.

Before the surveys were handed out, a consent form and information sheet were sent to the participants. Informed consent was obtained before the questionnaires were administered. Confidentiality was ensured to all participants, even after collecting pen-and-paper surveys.

Results

The following sections present the descriptive and inferential statistics applied for each instrument.

Descriptive statistics

Cronbach's Alpha coefficients for both sub-scales for the PCRI and OCS were calculated and are displayed in Table 3.1. The sub-scales of PCRI show good to average internal reliability, ranging from 0.61 to 0.81, with the overall Cronbach Alpha value of PCRI at 0.72, which means good internal reliability for the instrument. The Cronbach Alpha was computed to test the reliability of the measuring instruments. The OCS shows good Cronbach's Alpha values, ranging between 0.69 to 0.70.

Reporting reliability of the PCRI

A reliability coefficient should fall between 0.80 and 0.90, as determined by Anastasi in 1987 (as cited in Coetzee, 2008). The overall Cronbach Alpha coefficients of 0.64-0.81 for the PCRI are shown in Table 3.2. The reliability coefficients range for PCRI ranges from 0.61 (moderate) to 0.74 (high) on average and those for the OCQ is 0.65 (moderate) to 0.70 (high).

Organisational Commitment Questionnaire (OCQ)

Reporting reliability of the OCQ

Table 3.1 outlines the Cronbach Alpha coefficients for the three sub-scales of organisational commitment. The Cronbach Alpha coefficients for the OCQ ranged from 0.69 to 0.70 for the three sub-scales. The total Alpha coefficient varied from 0.65 to 0.70 for the total sample (N=130). Several studies have examined the reliability of the OCQ. Cohen (1999) discovered Alpha coefficients of 0.79 for affective, 0.69 for continuance and 0.65 for normative. The internal consistency of the OCQ dimensions has been estimated using Cronbach Alpha (Meyer et al., 1993).

Level of significance

For this study the tests were performed at 5% level of significance, a p-value of 0.05 was the accepted level of significance.

Table 3.1

Descriptive Statistics: Means, Standard Deviations and Cronbach's Alpha Coefficients (n=130)

PCRI Scale	Number of Items	Cronbach's Alpha	Mean (M)	SD
Career Preferences				
Stability/Expertise	5	0.61	7.53	2.15
Managerial	4	0.61	7.86	2.69
Variety/Creativity	4	0.65	6.30	2.03
Freedom/Autonomy	4	0.63	7.62	2.58
Scale overall	17	0.78	29.30	9.45
Career values				
Growth/Development	3	0.61	4.32	1.31
Authority/Influence	3	0.64	4.46	2.11
Scale overall	6	0.61	10.59	2.68
Career Enablers				

Practical/Creative skills	4	0.70	7.22	2.22
Self/Other skills	5	0.74	7.86	2.92
Scale overall	9	0.81	15.27	3.96
Career Drivers				
Career purpose	4	0.67	6.49	2.19
Career directedness	4	0.65	6.20	1.72
Career venturing	3	0.62	4.32	2.12
Scale overall	11	0.64	18.65	4.05
Career Harmonisers				
Self-esteem	5	0.69	8.81	2.5
Behavioural adaptability	6	0.64	11.05	2.81
Emotional literacy	5	0.62	11.37	3.11
Social connectivity	5	0.61	7.50	2.07
Scale overall	21	0.78	46.11	8.71
OCQ				
Affective Commitment	8	0.70	4.42	1.20
Continuance Commitment	8	0.65	4.73	1.32
Normative Commitment	7	0.69	4.12	1.0
Scale overall	23	2.04	17.24	3.52

The PCRI comprised psychological career resources dimensions. In terms of the overall means and standard deviation, career preferences indicated $M = 29.30$, $SD = 9.45$. Career values $M = 10.59$, $SD = 2.68$. Career Enablers $M = 15.27$, $SD = 3.97$. Career Drivers $M = 18.65$, $SD = 4.05$. Career Drivers $M = 18.65$, $SD = 4.05$. Career Harmonisers $M = 46.11$, $SD = 8.71$.

The highest mean score on the dimensions is Career Harmonisers ($M = 46.11$, $SD = 8.71$). With regard to the sub-scales of the PCR dimensions stability/expertise indicated ($M = 7.53$, $SD = 2.15$). Managerial ($M = 7.86$, $SD = 2.69$) was deemed as the dominant career preference, as well as freedom/autonomy ($M = 7.62$, $SD = 2.58$).

Variety/creativity was deemed as the least career preference, with ($M = 6.03$, $SD = 2.03$). Authority/influence ($M = 4.46$, $SD = 2.11$) was indicated as the participants' dominant career value. On the sub-scale of the career enablers, the participants obtained the highest on the self/other skills variable ($M = 7.86$, $SD = 2.92$). On the career drivers sub-scale, participants scored the highest on the career purpose variable ($M = 6.49$, $SD = 2.19$). Furthermore, on the career harmonisers sub-scale, participants scored highest on the variables behavioural adaptability ($M = 11.37$, $SD = 2.81$) and emotional literacy ($M = 11.37$, $SD = 3.11$).

The highest sub-scale is continuance commitment ($M = 4.73$, $SD = 1.32$), lowest sub-scale is normative commitment ($M = 4.12$, $SD = 1.01$).

Correlational Statistics

Table 3.2 below indicates that there is a statistically significant, weak positive relationship between PCRI and organisational commitment ($r = 0.1784$ p -value 0.0423). This means that as PCR increase, organisational commitment also increases.

Table 3.2

Correlational Statistics for Psychological Career Resources (PCR) and Organisational Commitment

Variables		PCRI	Organisational commitment
PCRI	Pearson's correlation	1	0.1784
	p-value	-	0.0423
	N	130	130
Organisational commitment	Pearson's correlation	0.1784	1
	p-value	0.0423	-
	N	130	130

Table 3.3 shows that significant correlation can be observed between some of the sub-scales of PCR and dimensions of organisational commitment. The highest significant correlation was observed between career values and normative commitment, $r=0.18$ and $p < 0.05$, while the least was between career harmonisers and affective commitment, $r=-0.38$ and $p < 0.05$. Both correlations indicated weak positive correlations between the sub-scales of PCR and organisational commitment. No other associations between OCS and PCRI variables were observed.

Table 3.3

Correlational Analysis for Sub-scales of Psychological Career Resources (PCR) and Organisational Commitment

		Affective commitment	Normative commitment	Continuance commitment
		t		
Career preferences	Corr Coefficient	0.01	0.09	0.10
	Sig. (2 tailed)	0.91	0.33	0.25
Career values	Corr Coefficient	-0.16	0.18	0.02
	Sig. (2 tailed)	0.07	0.04*	0.87
Career enablers	Corr Coefficient	0.06	0.04	-0.11
	Sig. (2 tailed)	0.49	0.67	0.23
	N	130	130	130
Career drivers	Corr Coefficient	0.00	0.06	-0.05
	Sig. (2 tailed)	0.98	0.51	0.60
	N	130	130	130
Career harmonisers	Corr Coefficient	0.38	-0.01	-0.09
	Sig. (2 tailed)	0.00*	0.91	0.33
	N	130	130	130

*. Correlation is significant at 0.05 level

Inferential statistics: Tests for significant differences

The data was not normally distributed, hence non-parametric test were performed to test for significant differences. Below are the tables indicating analysis of the differences between biographical dimensions. Kruskal-Wallis calculated the

differences between age, job level and marital status. The Mann-Whitney assessed the differences between the gender groups. The Mann Whitney Test was used to compare the means across the groups. Results show that there were significant differences within the sub-scales for PCR and organisational commitment across gender and age groups. No significant differences were observed between the marital status categories regarding their level of organisational commitment. The significant P value was set at 0.05.

Mann Whitney Test

To determine whether PCR and organisational commitment differ significantly by gender and by age group, the participants' Mann Whitney Test was used to compare the means across the groups. Since more than 99% of the sample was black, it did not make sense to make any comparison with regard to race.

Significant differences were found between males and females in terms of psychological career resources and organisational commitment as Table 3.4 shows p-values lower than 0.05. With regard to age, Table 3.4 shows that there were significant differences found between age groups in terms of psychological career resources and organisational commitment. The female participants obtained a highest mean score PCRI ($M=4.06$). The male counterparts obtained a low mean score of ($M=3.75$).

Table 3.4

Differences in Overall PCR and Overall Organisational Commitment by Age and by Gender

Dependent variable	Factor variable	Factor	Mean score	p-value of Mann Whitney Test
Psychological Career Resources	Gender	Male	3.20	0.29
		Female	3.27	
	Age	≤40	3.28	0.10
		41 – 55	3.18	
Organisational Commitment	Gender	Male	3.75	0.03
		Female	4.06	
	Age	≤40	3.86	0.44
		41 – 55	3.97	

Table 3.5 indicates that, in items on the PCRI; the participants in the age group 20 to 40 years obtained significantly high mean scores on the variety/creativity variable ($M = 5.52$, $SD = 0.82$). Participants in the maintenance life stage (41 to 45 years) obtained significantly lower mean scores ($M = 4.09$, $SD = 1.16$) on the career venturing variable.

The results show that age groups appear to differ significantly with respect to two (self-esteem and social connectivity) of the four career harmonisers variables. Participants 25 years and younger obtained significantly high mean scores on career harmoniser variables of self-esteem ($M = 5.45$, $SD = 0.53$) and social connectivity ($M = 5.10$, $SD = 0.79$). In terms of the OCS, participants in the age group 41 to 45 years obtained a significantly high mean score ($M = 4.10$, $SD = 1.31$) on the normative commitment variable.

Table 3.5*Kruskal-Wallis: Significant Mean Differences: Age Groups (PCRI & OCS) (n=130)*

PCRI Scale	Age group	Mean	SD	Chi-square	Df	Sig
Career Preferences						
Variety/creativity	25 years and younger	4.61	0.79	6.982	2	0.05**
	20 to 40 years	5.62	0.82			
	41 to 45 years	4.82	0.91			
Career drivers						
Career venturing	25 years and younger	4.32	1.22	7.42	2	0.44**
	20 to 40 years	4.44	1.19			
	41 to 45 years	4.09	1.16			
Career Harmonisers						
Self-esteem	25 years and younger	5.45	0.53	8.906	2	0.02**
	20 to 40 years	5.30	0.72			
	41 to 45 years	5.12	0.71			
Social connectivity	25 years and younger	5.10	0.79	8.952	2	0.02**
	20 to 40 years	5.01	0.76			
	41 to 45 years	4.82	0.73			
OCQ total						
normative commitment	25 years and younger	3.84	1.35	10.956	2	0.01**
	20 to 40 years	3.56	1.33			
	41 to 45 years	4.10	1.31			

**p≤0.001 *p≤0.05

Table 3.6 displays the mean scores and indicates that the female participants obtained a significantly higher mean score than their male counterparts on the PCRI career venturing variable ($M = 4.52$, $SD = 1.80$). The males also obtained a significantly higher score on the career harmonisers variable of self-esteem ($M = 5.37$, $SD = 0.89$), emotional literacy ($M = 6.87$, $SD = 0.98$), and social connectivity ($M = 6.50$, $SD = 0.99$).

Table 3.6

Statistical Analysis for Significance Difference between Gender Groups

PCRI Scale	Females		Males		Z	Sig
	Mean	SD	Mean	SD		
Career venturing	4.52	1.80	4.45	1.16	-2.51	0.01**
Self-esteem	5.37	0.89	5.20	0.67	-2.69	0.01**
Emotional literacy	6.87	0.98	6.20	0.77	-3.10	0.01**
Social connectivity	6.50	0.99	6.23	0.75	-3.50	0.01**

Table 3.7 shows that participants who occupied staff levels obtained significantly higher mean scores on the PCRI stability/expertise career preference, the career driver variable of career purpose and the OCS normative commitment variable than other job levels.

Table 3.7

Kruskal-Wallis: Significant Mean Differences: Job Level Groups (PCRI & OCS) (n=130)

PCRI Scale	Job Level	Mean	SD	Df	Sig
Stability/expertise	Senior/executive management	3.20	0.79	4	0.04**
	Middle management	4.25	0.82		
	First-level supervision	5.20	0.56		

	Staff	4.00	0.77		
Career purpose	Senior/executive management	4.44	0.70	4	0.01**
	Middle management	5.20	0.59		
	First-level supervision	5.56	0.58		
Normative assessment	Staff	3.85	0.96		
	Senior/executive management	3.85	0.96	4	0.01**
	Middle management	4.01	0.56		
	First-level supervision	4.25	0.55		
	Staff			4	0.04**

*** $p \leq 0.001$ ** $p \leq 0.01$ * $p \leq 0.05$

Table 3.8 shows that single participants obtained significantly higher mean scores than married and separated/divorced participants ($M = 4.65$, $SD = 0.96$). No significant differences were observed between the marital status categories regarding their level of organisational commitment.

Table 3.8

Kruskal-Wallis Test on Marital Status: (PCRI) (n=130)

PCRI Scale	Marital Status	Mean	SD	Chi-square	Df	Sig
Career Preferences						
	Single	4.65	0.96	9.456	2	0.04**
	Married	4.10	1.05			
	Separated/divorced	3.25	1.75			

*** $p \leq 0.001$ ** $p \leq 0.01$ * $p \leq 0.05$

Table 3.9 presents the analysis of the differences between age and gender. Significant differences within the sub-scales for PCR and organisational commitment across

gender and age groups were examined, also using the participants' Mann-Whitney U test .Table 3.9 shows only the significant differences found. Career preferences (variety and creativity) are slightly different across the two age groups as the *P* - value of 0.07 is only marginally significant. Those who were in the younger than 40 years age group scored significantly higher in the career enablers (self and other skills) scale than those in the 41 to 55 years age group. Females also scored significantly higher than males in the organisational commitment - normative scale (*P* - value 0.05). There were no significant differences in the mean scores of sub-scales organisational commitment by age.

Table 3.9

Significant Differences within the Sub-scales for PCR and Organisational Commitment across Gender and Age Groups

Dependent variable	Factor variable	Factor level	Mean score	Mann Whitney U p-value
Career preferences – Variety and creativity	Age	≤40	3.38	0.07
		41 to 55	3.19	
Career enablers – Self/other skills	Age	≤40	3.4	0.005
		41 to 55	3.2	
Organisational Commitment – Normative	Gender	Male	3.71	0.05
		Female	3.98	

Conclusion with regard to hypotheses

For this study the level of significance was set at $p \leq 0.05$ to test the hypotheses. The null hypothesis H_{01} stated earlier that there is no statistically significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana. The second null hypothesis H_{02} stated that there are no significant differences between individuals' age, gender, marital status and job level in terms of PCR and organisational commitment.

According to the results presented above, there is a statistically significant, weak positive relationship between PCR and organisational commitment. The H_{01} null hypothesis is partially rejected.

The findings illustrated no significant difference in organisational commitment across age groups. The study also found no significant difference in PCR either by age group, gender, job level and marital status. However, there are significant differences within sub-scales for PCR and organisational commitment (gender, marital status and job level). The results present evidence to accept the research hypothesis (H_2).

Table 3.10

Decisions regarding the Research Hypothesis

	Hypothesis	Decision
H₁	There is a statistically significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana.	Accepted
H₀₁	There is no statistically significant relationship between PCR and organisational commitment amongst employees in a parastatal institution in Botswana.	Partially Rejected
H₂	There are significant differences between individuals' age, gender, job level and marital status in terms of PCR and organisational commitment.	Accepted
H₀₂	There are no significant differences between individuals' age, gender, job level and marital status in terms of PCR and organisational commitment.	Rejected

Discussion

The overall objective was to investigate the relationship between PCR and organisational commitment in a parastatal institution in Botswana. The following section discusses the findings of the study compared to previous similar studies conducted.

Biographical profile of the sample

The sample comprised mainly males in the age group 20 to 40 years. There were fewer participants in the middle management job level and less participation from employees in senior management. In terms of marital status, most participants were single, less participation from married and divorced/separated employees.

The relationship between PCR and organisational commitment

The findings concluded that there is a statistically significant, weak positive relationship between PCR and organisational commitment. This is in line with a previous study by Ferreira et al. (2010), which partially accepted that PCR are significantly related to organisational commitment.

The positive correlation between career values and normative commitment suggests that participants who value being in charge of an organisation, also having autonomy to lead and influence teams, is a determinant of an employee to stay or leave the organisation. This finding is similar to the findings of Ferreira et al. (2010), who posit that having authority to influence and control people resulting from occupying managerial positions results in commitment to the organisation. Meyer and Allen (1997) also found that employees who have authority to influence organisational goals demonstrated commitment towards their organisations and careers.

The positive association between harmonisers and affective commitment suggests that participants who are dedicated at an emotional level manage to form supportive relations, which tend to create a harmonious relationship with their current organisation. Savickas (2005) also ascertained that self-esteem amongst employees contributed to positive experiences towards their careers, which in turn determined their intent to stay in the organisation.

Previous research posits that participants who have a strong need for positions of greater influence/authority increase their chances of being bound to the organisation (Ferreira & Coetzee, 2014; Meyer & Allen, 1997). These findings are similar to those of Ferreira et al. (2010), who indicated that having authority to influence goals of the organisation is correlated to individuals' obligation to continue with the organisation.

Previous studies on organisational commitment and career context reveal a positive relationship between skills variety and organisational commitment (Lesabe & Nkosi, 2007; Savickas et al., 2009). Meyer and Allen (1997) observed that skills variety is related to attachment to the organisation. Often at times the employees use skills variety as proclivity to positively connect with their organisation (Tladinyane et al., 2013). Previous studies on organisational commitment and career context reveal a positive relationship between skills variety and organisational commitment (Lesabe & Nkosi, 2007; Savickas et al., 2009).

The need for career growth and advancement opportunities seem to be significant factors that prevent top talent from leaving their organisations (Joao, 2010). Research by Tladinyane et al. (2013) also produced evidence that career resources may strongly influence other work-related outcomes, such as participants' organisational commitment.

PCR and biographical variables

The study also found no significant difference in PCR, either by gender or by age group. However, the findings suggest that there is a significant difference between the sub-scales of PCR by gender and age group. With regard to the sub-scale of career preference, namely variety and creativity, there was a marginally significant difference between age groups. However, the results overwhelmingly illustrated a statistically significant difference in the sub-scale of career enablers (self and other skills) in the two age groups. Those who were in the younger than 40 years age group scored significantly higher on the career enablers (self and other skills) scale than those in the 41 to 55 years age group. This is attributed to the fact that the life stage of younger than 40 years is characterised by a need for further learning and expressing creativity and learnings (Coetzee, 2008; Coetzee & Schreuder, 2008).

With regard to gender, findings of the current study illustrate that males are high on the career driver sub-scale of venturing. This is attributed to the ability to experiment with new opportunities. These findings are contrary to the study by Tladinyane and Van der Merwe (2015) that did not find significant differences regarding male and female with regard to PCR. The findings of the study also illustrated that male participants were stronger on the career harmoniser variable of self-esteem. From

previous literature, positive self-esteem is indicative that the individuals are competent to meet challenges.

Participants scored highest on the variable continuance commitment. The participants scoring high on continuance commitment means that they are only committed to the organisation because of personal sacrifice associated with leaving, as alluded to by Yousef (2016). Employees with strong continuance commitment also weigh efforts and resources invested if they should leave the organisation (Meyer & Allen, 1991). The respondents scored relatively lower on the normative commitment. Lower normative commitment means that the employees did not prioritise moral obligations to remain with the organisation (Ferreira & Coetzee, 2010). It is important to note that the results were in the context of COVID-19; this may have influenced the participations responses. The unprecedented global crisis resulted in ambiguity and uncertainty in the workplace; it presented organisations with a challenge to maintain employee commitment (Gallup, 2020).

The findings suggest that with regard to career enablers, the dominant sub-scale was self/other skill. This illustrates that self-discipline is considered important to increasing individuals' commitment to their careers in the organisation. The findings further concur with Tladinyane's (2016) notion that individuals who have the skill to interact at social level feel more psychologically connected to their organisation. The dominant career preference was managerial, and this might be attributed to the fact that the individuals view upward mobility to higher positions of influence as important. From the current study, the career driver that was dominant was the career purpose, which illustrated that the sampled employees had strong professional goals. This supported the findings of a study by Venter (2012). In addition, it suggests that a strong focus on career purpose means that individuals work for the intrinsic sense of fulfilment provided by their jobs (Coetzee, 2008).

Organisational commitment and biographical variables

The objective of the research was to investigate the relationship between organisational commitment and biographical variables. Based on the results of the current study, the findings illustrated no significant difference in organisational commitment across age groups. In contrast, the findings of other studies did confirm

a relationship between organisational commitment and age (Coetzee & Schreuder, 2008; Ferreira & Coetzee, 2010; Meyer et al., 1993). Research by Martin and Roodt (2008) contradicts the findings of the current study, suggesting that organisational commitment has a significant relationship with the age of the respondent. However, there was no significant difference between organisational commitment sub-scales and age. Regarding gender, females scored significantly higher than males on the organisational commitment-normative scale. Past research by Lumley (2009) also attests to the conclusion that there is a significant relationship between organisational commitment and gender. Lumley (2009) states that females tend to be more committed to an organisation than males.

Limitations and recommendations for further studies

A convenience sample was used for this study; this means that this minimised generalisation of the results to the population. In future investigations, however, some of the limitations of this study would have to be taken into consideration. This study was done in the era of the COVID-19 pandemic, hence the researcher focused on the sample that was willing to participate and return completed questionnaires, in addition to those who completed the questionnaire via a link sent through WhatsApp.

Furthermore, the response level limited the study as it resulted in a small sample. Another limitation of the study was the two measuring instruments which were not validated on the Botswana population and thus psychometric properties of the Botswana sample had not been established.

The findings contribute to the career and retention literature through identification of the PCR that have an impact on organisational commitment. In addition, retention of diverse talent and their organisational commitment seems to be of strategic relevance as it owes to financial returns from the employees in the long term. It may be concluded that the findings of the present study add valuable new knowledge that could be used to inform career development support and retention practices.

The findings could be used to help create work environments where diverse skills could be applied practically to accomplish career goals. The overall findings suggest that human resource practitioners should develop organisational career development

interventions to help employees to develop creative skills to plan and manage their careers successfully in the organisations. Authors have alluded that helping individuals understand their career paths has a positive impact on the individuals remaining with the employing organisation (Tladinyane, 2016). In terms of normative commitment, the significant differences indicate that employers should pay closer attention to perceptions of employees in their midlife, early life stages in designing their career development and retention action plans. Management and human resource practitioners may use the findings to understand the psychological resources that influence retention of valuable staff.

Conclusions: Implications for practice

In conclusion, it is clear from the findings of the study that there is a positive significant relationship between sub-scales of PCR with organisational commitment. The findings contributed to theory and practices concerned with organisational career development, retention programmes and initiatives that take into consideration the impact of age, gender, marital status and job level in relation to PCR, which is likely to elevate organisational commitment.

The quantitative findings of the study indicated that there was a significant relationship between PCR and organisational commitment. In terms of organisational commitment dimensions, the study indicated that differences existed between various age, gender, and job level groups in terms of normative commitment. The findings of the study provided insights that could be used to inform organisational career development and retention practices. The results of the study also enabled viewing of PCR not only as a focus for career practices, but also as pointers to improve organisational commitment.

The findings contribute to the career and retention literature through the identification of the PCR that have an impact on organisational commitment. The findings could be used to help create work environments where diverse skills could be applied practically to accomplish career goals. The overall findings suggest that human resource practitioners should develop organisational career development interventions to help employees to develop creative skills to plan and manage their careers successfully in the organisations (Tladinyane, 2016).

In terms of normative commitment, the significant differences indicate that employers should pay closer attention to perceptions of employees in their midlife and early life stages in designing their career development and retention action plans. Management and human resource practitioners may use the findings to understand the psychological resources that influence retention of valuable staff. It is also important to note that interpretations are made in the context of the COVID-19 pandemic; the responses might have been influenced slightly by the pandemic.

The findings of the study provided insights that could be used to guide organisational career development and retention practices. Given that no research has been undertaken on PCR of a workforce in Botswana, the results of the current study did provide new knowledge on significant differences in PCR among respondents employed in a Botswana context.

Summary

The research article discussed the relationship between PCR and organisational commitment. Empirical research findings were integrated with the literature review. The chapter covered conclusions of the study, limitations and discussed recommendations for future research.

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CHAPTER 4

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

Chapter 4 of the current research covers the conclusions drawn, and the limitations pertaining to the literature and empirical results. Recommendations are discussed for future study.

4.1 CONCLUSIONS

The following section outlines the conclusions deduced from the literature and empirical results.

4.1.1 Conclusions arising from the literature review

The general aim of the study was to determine whether a significant relationship exists between PCR and organisational commitment and whether there are significant differences between individuals' age, gender, job level and marital status in terms of PCR and organisational commitment. The general aim was achieved through addressing the specific aims of the research.

4.1.1.1 First Aim: To conceptualise PCR in literature

The term PCR has been defined in terms of its application to careers in general. Coetzee (2014) defines PCR as competencies and subjective experiences that significantly influence the promotion and facilitation of individuals' proactive career behaviour and career development. Coetzee and Schreuder (2018) refer to PCR as individuals' unique views and skills which enable self-regulatory career behaviours. Other authors alluded that PCR include abilities such as self-insight, agentic and continuous learning, self-esteem and emotional literacy (Coetzee, 2008; Potgieter, 2012). PCR comprise career preferences, career values, career drivers, career enablers, and career harmonisers. Moreover, other researchers defined the concept as inherent resources, which enable individuals to adapt to changing career circumstances and to shape and select environments in order to attain success (Ferreira et al., 2013). PCR were discussed from Coetzee's (2008) PCR model. Based on the literature review, it was evident that adaptable proactive career behaviour

contributes to organisational commitment. Volatile work of the 21st century requires a workforce that is adaptable and owns their development. Employees who have a variety of psychological career resources exude self- efficacious career management behaviour (Coetzee et al., 2022).

4.1.1.2 Second Aim: To conceptualise Organisational Commitment in literature

Organisational commitment was conceptualised in the humanistic paradigm which is focused on the psychology of humans in terms of meaningfulness, spirituality and self-actualisation. The aforementioned paradigm focuses on how people's form of attachment to their jobs affects their emotions at work (Spector, 2008). Meyer and Allen's (1991) three-component model of organisational commitment (affective, continuance and normative) underpinned this research, stating that the construct refers to the psychological attachment between employees and their organisation and derive content to work for the organisation. The importance of organisational commitment stems from a notion that an employee with a strong commitment will be willing be innovative, productive and always support the organisation (Tindowen, 2019). Furthermore committed employees are inclined to high productivity and awareness of quality (Messner, 2017).

Organisational commitment is regarded as positive evaluation of an organisation including its goals and values (Robberts et al., 2020). Literature illustrates that overall effectiveness and global competitiveness of institutions has grown focus on the construct of organisational commitment (Messner, 2017). Munongo and Pooe (2021) postulate that organisational commitment motivates employees to go beyond their mandatory job descriptions.

4.1.1.3 Third Aim: To determine the theoretical linkages between PCR and Organisational Commitment

Several studies have established the link between individuals' career management and organisational commitment .A study by Ferreira et al. (2013) show that increasing participants' PCR may assist in managing their personal fit with the organisation. Ferreira et al. (2010) allude that managerial and independence/autonomy (career preferences), the authority/influence career value, the career enabler of

practical/creative skills, high career directedness and low career venturing (career drivers), emotional literacy and social connectivity (career harmonisers) have a positive relationship with organisational commitment. Furthermore, Savickas and Porfeli (2012) allude that proactive career behaviours assist employees to shape problem-solving strategies, which help them with job roles and attachment to organisations. Similarly, a study by Meyer and Allen's (1997) revealed that role clarity is linked to organisational commitment.

Coetzee et al. (2017) found that people's career orientations are related to how committed they are to their organisations. Research has indicated that PCR may support people as they go through the career development process and assist them get past career barriers and adjust to uncertainties in their career journey (Coetzee, 2008).

4.1.1.4 Fourth Aim: To conceptualise the implications of the theoretical relationship between PCR and Organisational Commitment in industrial and organisational psychology

The understanding of the relationship that exists between PCR and organisational commitment can assist in development programmes. Employees are the moving force of an organisation and management must harness career paths that are consistent with their values that motivate their commitment (Spector, 2008). Moreover, it is fundamental that both individual and organisational perspectives are taken into consideration when developing sustainability plans for the new world of work. It is also crucial that management obtains information on how they can help their employees in terms of their careers.

Maintaining highly committed employees is essential for the success of organisations and fostering favourable work outcomes, including bearing internal and external pressures (Tindowen, 2019). The findings of the present study also indicate that employees' dominant type of commitment in the targeted sector is continuance commitment. The findings in the research provide management with baseline information on how to assist their employees in terms of career development.

4.1.2 Conclusions regarding the empirical study

The following section discusses the findings of the empirical study for each of the objectives, as well as the hypothesis formed.

4.1.2.1 First Aim: Investigate the empirical relationship dynamics between PCR and Organisational Commitment

The null hypothesis was rejected for the first objective because there was a statistically significant relationship existing between PCR and organisational commitment. In addition, the null hypothesis was partially rejected as there was a weak positive relationship between PCR and organisational commitment. The findings indicate that the employees' PCR are significantly related to people's level of organisational commitment.

The findings of the research are similar to studies from Ferreira et al. (2010), Coetzee and Bergh (2009), and Coetzee et al. (2017), who found that there was a statistically significant relationship between PCR and organisational commitment. Coetzee (2008) postulates that individuals with well-developed career meta-capacities are able to plan their careers, which in turn places them in a better position to invest significant time and dedication into pursuing their organisational activities. The findings of Tladinyane (2016) also concede that employees' psychological career resources contribute to their proactiveness in managing their careers and enhance their commitment to their occupations.

Similarly, a study by Ferreira et al. (2013) revealed that psychological career meta-capacities (psychological career resources) contributed significantly to explaining participants' sense of fit with their work and organisation and negotiating the personal sense of fit. Moreover, Ferreira et al. (2013) suggest career adaptability to be significantly related to employees' sense of fit to an organisation. It appears from the results that employees' self-management may increase organisational commitment (Ferreira et al., 2013). Organisational commitment comprises a variety of job related attitudes that interest researchers in the area of Human Resources Management (Robberts et al., 2020).

4.1.2.2 Second Aim: To determine whether there are significant differences between age, gender, job level and marital status groups with regard to PCR and Organisational Commitment

The null hypothesis was rejected for this objective because there were significant differences found within sub-scales for PCR and organisational commitment (individuals' age, gender, job level and marital status). However, the findings illustrated strong significant difference in normative commitment across age groups.

The study also found no significant difference in PCR either by age group, gender, job level and marital status. Ferreira and Coetzee (2010) previously found that there were a number of significant differences between various socio-demographic groups regarding PCR variables in terms of organisational commitment. The results indicated that significant differences only existed between various age groups and job levels in terms of normative commitment variable. The null hypothesis was accepted for this objective because there were significant differences between individuals' age, gender, job levels and marital status in terms of dimensions of PCR and sub-scales of organisational commitment. The second aim was to determine the relationship between the demographic variables (age, gender, job level and marital status), PCR and organisational commitment, and this was achieved in Chapters 2 and 3. It was established that there are relationships between demographic variables, PCR and organisational commitment. This finding can guide organisational programmes and career support initiatives that consider how age, gender, job roles and marital status relate to PCR. The findings further provided insights into how management and human resource professionals could design career development programmes for retention purposes.

In terms of gender, it was found that males had a significantly stronger preference for self-esteem, (emotional literacy) and social connectivity than females. In terms of age, participants in the age group of the younger than 40 years had a stronger preference for self and other skills than those in the 41 to 55 years age group. The age group younger than 40 years has more interactions in the workplace. In terms of organisational commitment the results indicated that significant differences existed between gender and normative commitment. It appears that the females had strong

levels of normative commitment than males. It is indicated by Meyer and Allen (1997) that normative commitment to the organisation is positively related to work behaviours such as performance and organisational citizenship behaviour.

Ferreira and Coetzee (2010) conducted research on PCR and organisational commitment and found a number of significant differences between various demographic groups regarding PCR variables. With regard to organisational commitment, the results indicated that significant differences only existed between various age groups and job levels in terms of the normative organisational commitment.

4.1.2.3 Third Aim: Formulate Recommendations for the discipline of Industrial and Organisational Psychology, in particular with regard to retention practices and further research

The existing body of knowledge on PCR and organisational commitment provided guidance for crafting organisational strategies that could benefit both employees and organisations. The research can assist organisations to understand which commitment strategies shape desired behaviours, to be able to increase the level of organisational commitment and contribute to the overall success of organisations through increased retention and overall performance of the organisation. Human resource practices that are attractive to employees could provide organisations with competitive advantages in the market. Committed employees also stay with the organisation in turbulent times and secure company assets through sharing of organisational goals (Meyer & Allen, 1997).

Organisations are leveraging on their employees as a source of competitive advantage in volatile global economy (Ferreira, 2012; Munongo & Pooe, 2021). It is also worth noting that the COVID-19 pandemic has created a demanding working environment to maintain human resource practices and policies (International Labour Organisation [ILO], 2020). The pandemic has negatively impacted on employee experience, commitment was challenged due to changes in work environment, processes and regulations (Jacobs, 2020). In essence leadership have to revise policies to keep employees committed and productive as most organisations are still recovering from

the disruption caused by the pandemic. In essence organisations should highlight that organisational commitment has been proven to be a consequence of HRM practices such as career development opportunities (Munongo & Pooe, 2021). Organisational leaders need to realise that provision of career development opportunities influence organisational commitment.

It is recommended that a more diverse workforce with participants from different parastatal institutions and occupational contexts should be used in order to contribute to more meaningful insights.

4.1.3 Conclusions arising from central hypothesis

The central hypothesis of the study confirms that there is a relationship between PCR and organisational commitment. Moreover, individuals from different age, gender, job level and marital status groups differ significantly in terms of PCR and organisational commitment.

4.2 LIMITATIONS

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

4.2.1 Limitations regarding literature review

Limited research exists in Botswana regarding the relationship between PCR and organisational commitment. The study was also only limited to the parastatal institution, therefore the findings cannot be generalised to other institutional contexts. There is limited literature containing similar studies in the Botswana parastatal institutions. The paradigm that informed the study was limited to the humanistic paradigm.

4.2.2 Limitations of the empirical study

The current study was limited by the small sample which made it difficult to generalise findings to the greater Botswana parastatal population. Moreover, another challenge was the envisaged socio-demographic variables for statistical analysis. Some

demographic variables had to be merged, for example the age variable. Another limitation was the cross-sectional design which meant associations between variables were interpreted rather than established (Tladinyane, 2016). The OCQ (Meyer & Allen, 1997) was dependent on the participants' self-awareness, which might have impacted on the validity of the results.

4.3 RECOMMENDATIONS FOR PRACTICAL USE AND FUTURE RESEARCH

The limitations and findings of the current study enabled the formulation of the recommendations regarding PCR and organisational commitment and future research.

Firstly, the organisation should take into consideration the importance of implementing career development programmes, as this has the power to ensure high levels of commitment among employees. It is important to consider psychological factors that influence employees' commitment to the organisation. Institutions that want to retain valuable employees should strive to influence organisational conditions and career development practices to address different career needs (Coetzee & Schreuder, 2018).

Future efforts should focus on obtaining a larger and more representative sample in order to represent a broader representation of different PCR and organisational commitment. Given that no research has been undertaken on PCR of the Botswana workforce, new knowledge has been provided on empirically significant differences amongst the PCR of a demographically diverse group of respondents employed in the Botswana organisational context. Based on the research limitations studies should investigate other variables mediating the relationship of the constructs. It will also be interesting to investigate the causality between the variables.

The discussion of career development goals with employees should be best practice as it can retain talent (Ferreira & Coetzee, 2014). Organisations must understand the true value of professional development. Professional development should be incorporated into the overall corporate strategy.

4.4 CHAPTER SUMMARY

Chapter 4 outlined conclusions formulated from the literature review and empirical study, as well as limitations, recommendations and practical implications for the future.

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APPENDIX 1: ETHICAL CLEARANCE



UNISA IOP ETHICS REVIEW COMMITTEE

28 July 2020

Dear Ms. Malebogo Rangel

NHREC Registration #: (if applicable)
ERC Reference : **2020_CEMS_IOP_017**
Name : Ms. Malebogo Rangel
Student #: 56830351
Staff #: NA

**Decision: Ethics Approval from
28 July 2020 to 28 July 2023**

Researcher(s): Name: Ms. Malebogo Rangel
Address: P.O Box 403514, Gaborone, Botswana
E-mail address, telephone: maleboogorangel@gmail.com, +26772497102

Supervisor (s): Name: Prof Rebecca Tladinyane
E-mail address, telephone: tladirt@unisa.ac.za, 0124298095

The relationship between psychological career resources and organisational commitment in a parastatal in Botswana

Qualification: Masters (MCom) – Postgraduate degree

Thank you for the application for research ethics clearance to the Unisa IOP Ethics Review Committee for the above-mentioned research. Ethics approval is granted for a period of **Three (3) years**.

The low risk application was reviewed by the IOP Research Ethics Review Committee on 28th July 2020 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The Ethics Application was approved on 28th July 2020.

The proposed research may now commence with the provisions that:

- 1. The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa COVID-19 Position Statement on research ethics dated 26 June 2020 which is attached.***



University of South Africa
Pretoria Street, Middelburg Road, City of Tshwane
PO Box 392 UNISA, 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

2. ***All data-gathering must adhere to and be aligned with restrictions applicable to the Government's current Lockdown Alert Levels.***
3. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
4. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the Unisa CEMS/IOP Research Ethics Review Committee.
5. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
6. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
7. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
8. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
9. No field work activities may continue after the expiry date **(28 July 2023)**. Submission of a complete research ethics progress report will constitute an application for the renewal of Ethics Research Committee approval.

Note:

The reference number **RangelM_2020_CEMS_IOP_017** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,



Signature

Acting Chair of IOP ERC

E-mail: olivibh@unisa.ac.za

Tel: (012) 429-8801



Signature

Executive Dean : CEMS

E-mail: mogamat@unisa.ac.za

Tel: (012) 429-4805



University of South Africa
Pretorius Street, Muckleneck Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za