

Regarding the first category of tenure, table 5.15 contains no significant correlations between tenure in the form of period of consulting and the OCQ. As far as the period of consulting in ERP products and period of consulting on a full-time basis are concerned, there are moderate and positive correlations with affective commitment (0.02 and 0.09 respectively). The subscale of continuance commitment shows a weak and inverse relationship (-0.22 and -0.08 respectively) and the subscale of normative commitment show a weak and inverse relationship (-0.04 and -0.06 respectively). This means that someone who has a lengthy period of service in ERP consulting or have long been consulting on a full time basis will not necessarily rate high on normative or continuance commitment. About the period of consulting for current employer, there are moderate and positive correlations with affective (0.13) and continuance commitment (0.01). The correlation with normative commitment show a weak and inverse relationship (-0.04). This means that someone who has tenure with a current employer will not necessarily rate high on normative commitment.

Regarding the subscales of the OCQ, there are correlations (at the 0.01 level) between affective and continuance commitment (0.30), affective and normative commitment (0.39) and continuance and normative commitment (0.37).

In South African studies, Martin and Roodt (2008) found no meaningful relationship between tenure and organisational commitment. Boshoff *et al.* (2002) reported a similar finding, while Döckel *et al.* (2006) also found that tenure is not strongly or significantly related to organisational commitment. However, Bosman *et al.* (2005) found that tenure contributed to the variance in commitment and that it has predictive value in its effect on organisational commitment. According to Cohen's (1993) study, there is a relatively weak correlation between tenure and organisational commitment. However, the findings indicate that organisational commitment changes over the various stages of employment, ranging from weaker commitment among the youngest tenure subgroup to stronger commitment among the oldest tenure subgroup.

Sutherland and Jordaan (2004) found that job satisfaction and organisational commitment did not predict knowledge workers' proposed future period of service

in a study they conducted on the factors affecting the retention of knowledge workers. Döckel *et al.* (2006) found that age and tenure had no correlation with any of the commitment components, namely affective, continuance and normative commitment.

In terms of tenure and from an international perspective, Swailes (2004) found that the committed members of an organisation had significantly longer tenure compared with the uncommitted members of an organisation. According to Beck and Wilson (2001), affective commitment decreases with increasing experience in the organisation.

Trimble's (2006) study found that tenure constituted a stronger predictor of organisational commitment than age. This also accounted for other factors such as job satisfaction and employee turnover.

Chang and Choi (2007) reported on the differences between organisational and occupational commitment for research and development professionals with Ph.D. qualifications. They found that organisational commitment followed a U-shaped pattern over a period of 14 months after organisational entry, while occupational commitment followed the inverse of the U-shaped pattern over the same period.

This section concluded with a discussion of the correlation of data between age, tenure and the two instruments used in this study. The next section elaborates on the hypotheses of the study in relation to the outcomes of the above findings.

The hypotheses formulated in chapter 4 will now be tested on the basis of the outcomes of this study.

Hypothesis 1

There is a significant relationship between the SOC and organisational commitment of ERP consultants in the IT industry.

Hypothesis 2

There is a significant relationship between SOC, the biographical details of age and tenure and organisational commitment.

The various hypotheses and the five sets of correlations will now be discussed.

The research hypothesis stated the following: There is a significant relationship between SOC, the biographical attributes of workers and organisational commitment among ERP consultants in an IT services organisation.

- Based on the results of this study, this hypothesis is partially accepted.
- The employee's age is significantly related to comprehensibility and manageability.
- There is a significant relationship between all three categories of tenure and SOC.
- There is a significant relationship between the period of consulting in ERP products and continuance commitment.

Hypothesis 1 stated the following: There is a significant relationship between the SOC and organisational commitment of ERP consultants in the IT industry.

- Based on the results of this study, this hypothesis is refuted because it was found that there is no significant relationship between the SOC and organisational commitment of the ERP consultants in IT services organisations.

Hypothesis 2 stated the following: There is a significant relationship between SOC, the biographical details of age and tenure and organisational commitment.

- Based on the results of this study, this hypothesis is partially accepted.

- The employee's age is significantly related to comprehensibility and manageability.
- There is a significant relationship between all three categories of tenure and SOC.
- There is a significant relationship between the period of consulting in ERP products and continuance commitment.

To summarise: There is no significant relationship between SOC and organisational commitment among the ERP consultants in IT services organisations. However, there are significant relationships between age, comprehensibility and manageability. In addition, there are also significant relationships between tenure (period of consulting in ERP products) and continuance commitment.

5.4 REGRESSION ANALYSIS

In this section, the results of the stepwise multiple regression analysis will be discussed. The independent variable is SOC and the dependent variable organisational commitment, as defined by the three dimensions of affective, continuance and normative commitment.

The results in table 5.16 indicate the response of the dependent variable to a change in one standard deviation in the independent variable.

Table 5.16: Regression results for the subscales of organisational commitment, namely affective, continuance and normative commitment

Model	Independent variable	Unstandardised coefficients		Standardised coefficients		Sig.
		B	Std. error	Beta	t	
	(Constant)	3.71	0.36		10.22	0.00
Model 1 with dependent variable: affective commitment	OLQ comprehensibility	-0.09	0.08	-0.11	-1.14	0.26
	OLQ manageability	0.02	0.10	0.03	0.19	0.85
	OLQ meaningfulness	0.07	0.08	0.10	0.80	0.42
	(Constant)	4.61	0.61		7.55	0.00
Model 2 with dependent variable: continuance commitment	OLQ comprehensibility	-0.03	0.13	-0.02	-0.25	0.81
	OLQ manageability	-0.18	0.17	-0.14	-1.06	0.29
	OLQ meaningfulness	0.01	0.14	0.01	0.09	0.93
	(Constant)	4.32	0.34		12.55	0.00
Model 3 with dependent variable: normative commitment	OLQ comprehensibility	0.13	0.07	0.18	1.84	0.07
	OLQ manageability	-0.28	0.10	-0.35	-2.84	0.01
	OLQ meaningfulness	0.07	0.08	0.11	0.93	0.35

Model 1, with affective commitment as the dependent variable, shows the responses (in brackets) based on one standard deviation in the independent variables of comprehensibility (-0.11), manageability (0.03) and meaningfulness (0.10) respectively.

Model 2, with continuance commitment as the dependent variable, shows the responses (in brackets) based on one standard deviation in the independent variables of comprehensibility (-0.02), manageability (-0.14) and meaningfulness (0.01) respectively.

Model 3, with normative commitment as the dependent variable, shows the responses (in brackets) based on one standard deviation in the independent variables of comprehensibility (0.18), manageability (-0.35) and meaningfulness (0.11) respectively.

Table 5.17: Summary of the regression models

Model summary									
Model	R	R-squared	Adjusted R-squared	Std. error of the estimate	R-Squared change	F Change	df1	df2	Sig. F change
1	0.11 ^a	0.013	-0.01	0.59	0.01	0.64	3.00	146.00	0.59
Predictors: (Constant), OLQ meaningfulness, OLQ comprehensibility, OLQ manageability									
2	0.14 ^a	0.02	0.00	0.10	0.02	1.01	3.00	146.00	0.39
Predictors: (Constant), OLQ meaningfulness, OLQ comprehensibility, OLQ manageability									
3	0.25 ^a	0.06	0.04	0.56	0.06	3.18	3.00	146.00	0.03
Predictors: (Constant), OLQ meaningfulness, OLQ comprehensibility, OLQ manageability									

Regarding the regression formulas, the following equations could be derived from the regression analysis;

(1) Affective commitment = constant – comprehensibility + manageability + meaningfulness.

or

$$\text{Affective commitment} = 3.71 - 0.09 + 0.02 + 0.07$$

(2) Continuance commitment = constant – comprehensibility – manageability + meaningfulness .

or

$$\text{Continuance commitment} = 4.61 - 0.03 - 0.18 + 0.01$$

(3) Normative commitment = constant + comprehensibility – manageability + meaningfulness.

or

$$\text{Normative commitment} = 4.32 + 0.13 - 0.28 + 0.07$$

Based on the summary of the regression analysis (R-squared) in table 5.17, the SOC construct accounts for only 1.3% of the predictive value for affective

commitment. It could thus be concluded that there is no significant relationship between the two variables under investigation. The R-value of 0.11 is too small to be considered to be of any practical significance.

In respect of the predictive value of the SOC construct on continuance commitment, the regression analysis (R-squared), shows that only 2% can be accounted for in relation to continuance commitment. There seems to be no significant relationship between the two variables under investigation, especially when the R-value of 0.14 cannot be considered large enough to be of any practical significance.

As far as normative commitment is concerned, there seems to be a similar trend in the predictive value of SOC. The regression analysis (R-squared) shows that SOC accounts for 6.1% of the variance in normative commitment. Hence it can be concluded that there is no significant relationship between the two constructs. The R-value of 0.25 is not large enough to be deemed to be of any practical significance.

In summary, the relationship between the constructs SOC and organisational commitment does not seem to be significant, given the weak relationship between the variables under investigation.

This section concludes the discussion on regression analysis. The next section elaborates on the integration of this study in relation to the outcomes of the above findings.

5.5 INTEGRATION

This section discusses the integration of the research results. The integration deals with the research hypotheses as the point of departure and integrates the research results of the two constructs with the results obtained from the biographical details of the respondents.

Two instruments were used in the study. The first instrument, the OLQ, measured the respondents' SOC, while the second, the OCQ, measured the respondents' commitment to the organisational across three subscales.

With regard to the validity of the instruments, the factor loadings from the OLQ seem to corroborate the findings of other studies that the instrument proved to be valid in its measurements. Positive results were also obtained for the OCQ. The results of this study seem to correspond with the three-component model of organisational commitment researched by Allen and Meyer (1990), and are in line with their suggestions that each of the three components of their model of organisational commitment is somewhat independent of the others because of their different antecedents.

As far as the reliability of the instrument is concerned, the Cronbach alphas (Lemke & Wiersma, 1976) for both the instruments indicated acceptable internal consistency and reliability with figures above 0.70, which are considered sufficient to demonstrate reliability.

Both instruments recorded positive results in this study. The results of the OLQ yielded a mean score of 138.38, which was close to the approximation for the mean score in South Africa and seems to correspond well with similar scores both internationally and locally. Regarding the results of the OCQ, the means of the affective, continuance and normative commitment subscales fell between the scores derived in similar studies, although there seems to be relative correspondence between the scores in this study and those in similar international studies.

In respect of the correlations between the two constructs, the study indicated that there is an insignificant correlation between affective commitment and SOC.

The following results emerged from the correlations between the constructs and the biographical details of the respondents: There is a significant correlation between age and comprehensibility. There is also a correlation between age and manageability, but only at a 0.5 level of significance.

With age as a variable, there is a negative correlation between age and affective and continuance commitment and between age and normative commitment. However, none of these correlations is at a significant level.

Regarding the correlation between tenure and the two constructs, it is interesting to note that overall there is a strong and significant correlation between the period of consulting in ERP products and SOC, with all the subscales showing a positive correlation. There is also a positive correlation between affective commitment and the period of consulting in ERP products, but both the subscales of continuance and normative commitment show an inverse relationship with the period of consulting in ERP products.

As far as the period of consulting for the current employer and SOC are concerned, there is a strong and significant correlation, with all the subscales showing a positive correlation. There is also a positive correlation between affective commitment and the period of consulting for current employer as well as with continuance commitment. However, the subscale of normative commitment indicates an inverse relationship with the period of consulting for current employer.

Overall, there is a strong and significant correlation between SOC and the period of consulting on a full-time basis. Regarding organisational commitment, there is a positive correlation between the period of consulting on a full-time basis and affective commitment, but not with the subscale of continuance commitment. The subscale of normative commitment also shows an inverse relationship with the period of consulting on a full-time basis.

In speculating about the relevance of the findings for the ERP industry, the following presents possible explanations: Organisations that consult on ERP software require their consultants to work at various client sites under challenging circumstances. An ERP consultant must know the relevant solutions for the particular industry the client belongs to as well as the software product that will form part of the solution. In addition, the consultant needs to have advanced consulting and project management skills.

Ongoing changes in the consulting environment coupled with a constantly changing software product solution make for a challenging set of circumstances. In South Africa, much emphasis is placed on recruiting young people from previously disadvantaged communities to train them to be ERP consultants in an effort to adhere to the employment equity targets (Labour). It would seem that most consulting firms have trouble with tenure because of the current levels of staff turnover. There is a great deal of ambiguity in consulting on ERP projects owing to the complex nature of these projects. This causes a lot of stress and tension that seems to affect inexperienced consultants negatively.

The following statement by Antonovsky (1987, p.182) sheds some light on the above issue: "Particularly when the task is ambiguous and complex, the strength of the SOC will be a contributory factor. The strong SOC person will be motivated to see the task as a challenge, to impose structure, to search for appropriate resources. He or she will have more confidence that performance outcome will be reasonable. Thus, assuming that the task is within the boundaries of what matters to the person, it is indeed likely that there will be some contribution of the SOC to outcome."

The study indicates that the relationship between SOC and organisational commitment among ERP consultants in IT services organisations is insignificant. A possible reason for this nonexistent relationship between the two constructs could be the high global demand for skills in the ERP industry. Owing to the worldwide applicability of information systems, a skilled consultant can easily work anywhere in the world. The developed economies are far more structured and legislated than emerging markets, thus making it easier for consultants to consult in these economies owing to the limited scope of their consulting.

Most projects in the developed markets are well resourced, whereas those in developing economies are poorly resourced, which requires consultants to consult in many areas and be generalists, while maintaining a relative depth of knowledge. The South African consulting firms are much smaller and their client base is more limited compared with the consulting firms in the developed economies. South African consulting firms cannot afford to employ consultants who have a narrow

field of specialisation or who require formal training for months on end. The ERP environment involves fast-paced situations in which employees have to learn as they go along, which basically means that they have to be comfortable with a high degree of ambiguity.

Most of the local consultants have to be much more ingenious compared with their overseas counterparts. The combination of the high demand for consultants, the need for consultants to be self-sufficient and the difficulty of most projects could explain why consultants with a well-developed SOC fail to exhibit strong organisational commitment. This is especially worrisome in an industry that pays consultants well but where self-sufficiency and tolerance for ambiguity are crucial.

It would appear that younger consultants do not comprehend their environments well, while their older counterparts with longer tenure seem to have better comprehension of their environments. In chapter 2, comprehensibility was highlighted as a crucial part of SOC owing to the need for a person to first understand his or her disposition before he or she can attempt manageability and meaningfulness (Antonovsky, 1979). This is evident in the correlation between age and SOC in this study.

There seems to be a significant correlation between age and comprehensibility. This correlation could explain why it is so difficult for young consultants in the ERP consulting domain to find their way in an industry currently hampered by high staff turnover. The older consultants seem to be comfortable with this prevailing sense of ambiguity and able to create order out of chaos.

From the study, it is also evident that there is a significant relationship between all three categories of tenure and SOC. The results seem to correspond with the phenomenon in the industry. The longer a consultant spends working on ERP products, the more the employer is inclined to consult with the consultant on matters relating to products, projects and fellow colleagues.

The complexity of ERP software and the implementation methodologies required for implementation projects require consultants to spend lengthy periods of time

with one employer to enable them to become acquainted with the methodologies and project approaches the employer uses. It usually takes more than two full product suite implementations to understand these methodologies, which could explain why the length of the period of consulting has a positive correlation with SOC.

Most employers have areas of specialisation and target specific areas of the market. To gain a measure of knowledge in each industry sector requires tenure on the part of employees. Consultants with tenure are sought after because of their depth of knowledge on both ERP products as well as their project-related skills. All this comes from spending enough time with one employer in order to gain depth of knowledge and a sense of the industry. Tenure in the ERP industry is rewarded, but this phenomenon is not often evident among younger consultants who do not stay long enough to gain the depth of knowledge needed to lift them to the next level in the consulting domain.

It is interesting to note that there is a positive correlation between affective commitment and the period of consulting in ERP products. Becker's (1960) side bet theory could explain some of the findings of the research on the positive correlation between the period of consulting on a full-time basis and affective commitment. Both employer and employee make huge investments in the ERP industry over a long period of time. Should a consultant stay with one employer for a longer period, the chances are excellent that the management team could approach him or her to consult with them in an advisory capacity, thereby becoming more involved in the running of the organisation, which could foster a degree of affective commitment. It would seem that a consultant who perceives the consulting environment as predictable, manageable and meaningful will also tend to show strong levels of affective commitment to the organisation in the way he or she identifies with and is involved in it.

The results of the research show that the correlation between normative commitment and SOC yields an overall negative correlation. This means that someone with a strong SOC will not necessarily stay with the organisation because he or she will not necessarily feel that he or she has an obligation and

responsibility towards it. Further to this argument, it would seem that the negative relationship between the subscale of continuance commitment and SOC that emerged from the study means that someone with a positive SOC would probably not stay with the organisation because of a perception that the costs and risks associated with leaving it could be significant.

In addition, there is a negative correlation between the period of consulting in ERP products and continuance and normative commitment. According to Allen and Meyer (1990), continuance commitment occurs when the employee anticipates the cost of leaving the employer, the risk associated with it together with the availability of alternatives. Normative commitment revolves around a moral dimension based on a feeling that the employee has an obligation and responsibility towards the organisation. This could explain why consultants who have extended years of service in ERP consulting will not necessarily be inclined to display high levels of normative or continuance commitment. The length of their period of consulting experience coupled with the high demand for their skills makes them highly mobile in the market. It seems that the high demand for these consultants' skills and the tough environments in which they work leave them ambivalent to the cost and risk aspects of leaving their employers, while also rejecting any moral obligations to stay with their employers in a market that rewards self-sufficiency.

It is interesting to note from the results that the older respondents are more likely to score high on the SOC subscales, but are also more likely to have low scores on the subscales of the OCQ. This phenomenon could explain the willingness of some consulting firms to allow a measure of free movement of their resources among their fellow consulting firms, thereby managing to hold on to the resources without binding them to a specific employer. With reference to the discussion in chapter 1, Pittinsky (2001) highlighted the possibility of a different kind of commitment whereby employees in the knowledge economy such as those in the ERP consulting could remain committed to a portfolio of organisations while simultaneously moving among them, thus establishing psychological homes for themselves in the process.

5.6 CHAPTER SUMMARY

This chapter dealt with the research results of the survey. The survey measured the results for the constructs SOC and organisational commitment. The following topics were dealt with: sampling profile, descriptive statistics, the validity and reliability of the measuring instruments, the correlations, regression analysis and integration. In this chapter, the following empirical research aims as set out in chapter 1 were also addressed:

- To postulate a possible relationship between the SOC and organisational commitment of workers in the IT.
- To determine whether the biographical details of age and tenure taken from the sample group have a significant relationship with SOC and organisational commitment.

Chapter 6 focuses on the conclusions, limitations and recommendations of the study.

CHAPTER 6: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

The previous chapter dealt with the research results of the study. This chapter discusses the conclusions drawn on the basis of the empirical study. The aim of this chapter is to discuss the conclusions and verify the specific objectives formulated in chapter 1. In conclusion, the limitations of the study will be discussed and recommendations made for possible future research on this topic.

6.1 CONCLUSIONS

This study investigated whether a relationship exists between the two constructs of SOC and organisational commitment and their relationship with the specific biographical attributes of consultants working in the ERP industry.

In the following section, the conclusions are dealt with in the context of the two overall aims of this study, namely the theoretical and empirical aims. The theoretical and empirical aims, taken as a whole, are further subdivided into specific aims.

6.1.1 Theoretical aims

In this section, the conclusions are dealt with in the context of the specific theoretical aims of the study, namely

- to conceptualise SOC.
- to conceptualise organisational commitment.
- to integrate the above constructs.

6.1.1.1 First theoretical aim

The first theoretical aim of this study, namely to conceptualise the construct of SOC was achieved in chapter 2.

Regarding the conceptualisation of SOC in chapter 2, the definition of SOC alludes to the typical human perceptions that help to form a person's world-view. The literature review revealed that someone with a strong SOC would probably exhibit certain attributes and possess a measure of resourcefulness that would translate into an enhanced ability to handle various demands in life. Such a person would exhibit the characteristics of the three dimensions of SOC, namely comprehensibility, manageability and meaningfulness.

Comprehensibility is the degree to which stimuli from both the external and the internal environment are made sensible or understandable at cognitive level. Manageability refers to a person's cognitive ability as opposed to the mere emotional expectation that all will be well. Meaningfulness translates into the motivational dimension of SOC. It represents the areas in one's life that one cares a lot about and that make sense to one at both an emotional level and cognitive level (Antonovsky, 1987).

According to Antonovsky (1987), when a person turns 30, his or her SOC has formed, and this determines whether he or she will experience the world as predictable and consistent. SOC also determines whether one would be able to influence outcomes in life. A strong SOC can help to mitigate a state of "dis-ease" in life by applying various coping responses.

6.1.1.2 Second theoretical aim

The second theoretical aim was achieved in chapter 3, namely to conceptualise the construct of organisational commitment.

Regarding the conceptualisation of organisational commitment, the three-component model of organisational commitment of Allen and Meyer (1990) was used in this study and subdivided organisational commitment into three dimensions, namely affective, continuance and normative commitment.

Affective commitment relates to whether an employee has an emotional attachment to his or her organisation. Continuance commitment exists where the

employee has a perception of the costs (e.g. personal sacrifice) and risks associated (e.g. lack of alternatives available) with leaving the organisation. Normative commitment revolves around a moral dimension which is based on a feeling that the employee has an obligation and responsibility towards the organisation (Allen & Meyer, 1990).

6.1.1.3 Third theoretical aim

The third theoretical aim was also achieved in chapter 3, namely to integrate the constructs of SOC and organisational commitment.

Chapter 3 concluded with the integration of the two constructs and acknowledgment of the fact that there is at the very least a theoretical relationship between SOC and organisational commitment.

To summarise: This section dealt with the theoretical aims of this study and the findings that emerged from it. The next section discusses the conclusions derived from this study in the context of the empirical aims.

6.1.2 Empirical aims

The second overall aim of this study was to describe and report on the observed results that emerged from the responses of the sample group and to establish the validity and reliability of the instruments used. The following three specific aims, within in the empirical aim, were as follows:

- To determine whether a relationship exists between the SOC and organisational commitment of workers in the IT industry.
- To determine whether the biographical details of age and tenure taken from the sample group have a relationship with SOC and organisational commitment.
- To make recommendations on the behaviour of the organisation as well as for future research.

The aim of the first part of the empirical study was to explain the research methodology in chapter 4. The subsequent part of the empirical study explained the research results in chapter 5. Chapter 5 also dealt with the descriptive statistics used to report on the reliability and validity of the measuring instruments. In addition, the various correlations between the subscales of SOC and the correlations between the subscales of organisational Commitment were examined.

The last section of the chapter focused on the correlation between the biographical details of the respondents and the constructs, followed by a regression analysis to determine the effect of the independent and dependent variables.

6.1.2.1 First empirical aim

The first empirical aim was to determine whether a possible relationship exists between the SOC and organisational commitment of workers in the IT industry. This aim was achieved.

The correlations that were calculated showed that overall, a relationship at a significant level could not be established between the two constructs.

6.1.2.2 Second empirical aim

The second empirical aim was to determine whether there is a relationship between the biographical details (age and tenure) of the sample group and the two constructs of SOC and organisational commitment. This aim was achieved.

The correlations that emerged showed that some relationships existed at a significant level between age and tenure and some of the subscales of the two constructs. The various relationships between age, tenure and the two constructs are discussed below.

- *Age and SOC*

The results of the empirical study indicate that there is a relationship at a significant level between the construct of SOC and the biographical attributes of workers in the ERP industry. Employee age, in particular, has a significant relationship with the subscales of SOC, namely comprehensibility and manageability.

- *Age and organisational commitment*

The results of the study show that the relationship between the biographical details of from the sample group and organisational commitment is not at a significant level. The relationship between age and organisational Commitment does not appear to be at a significant level. However, there is a negative correlation (i.e. not at a significant level) between age, affective, continuance and normative commitment.

- *Tenure and SOC*

As far as the relationship between tenure and SOC is concerned, there are relationships at a significant level across all three categories of tenure and the construct of SOC. The study indicated that correlations do exist at a significant level between the first category of tenure, namely period of consulting in ERP products and SOC. In particular, tenure in the form of period of consulting in ERP products is significantly related to the subscales of SOC, namely comprehensibility and manageability.

Regarding the second category of tenure, namely period of consulting for current employer, there is a significant correlation between tenure in the form of period of consulting for current employer and the SOC subscale of comprehensibility.

The third category of tenure referred to as period of consulting on a full-time basis, displayed correlations at a significant level between the SOC subscales of manageability and meaningfulness.

- *Tenure and organisational commitment*

With regard to the relationship between the three categories of tenure and the organisational commitment construct, the study found one correlation at a significant level. This correlation was between period of consulting in ERP products, and the organisational commitment subscale of continuance commitment.

To summarise: The results indicate that overall, a significant relationship could not be established between the two constructs. However, some of the correlations in this study showed that a few relationships could be established at a significant level between age and tenure and some of the subscales of the two constructs.

6.1.2.3 Third empirical aim

The third empirical aim was to make recommendations for possible future research. The recommendations emerging from this study will be dealt with in section 6.3 of this chapter. The third empirical aim was achieved.

This section dealt with the conclusions from the perspectives of both the theoretical and empirical aims of this study.

6.2 LIMITATIONS OF THE RESEARCH

The limitations of the literature review and the empirical study will be dealt with as follows.

6.2.1 The literature review

The only limitation of the literature review was the fact that limited literature was available on the specific relationship between the constructs of SOC and organisational commitment, as measured by Allen and Meyer (1990). This limitation imposed a constraint on the determination of a theoretical relationship between these two constructs.

6.2.2 The empirical research

The following limitations were evident in the empirical research:

6.2.2.1 Survey design

The study employed a cross-sectional survey design which did not allow the researcher to determine the direction of the relationship between SOC and organisational commitment. A longitudinal study would have been more appropriate for making predictions. However, this was impossible because of time constraints.

6.2.2.2 Sample size

Although the sample size was large enough for the purpose of this study, a nonprobability sample was used, which means that the findings could not be generalised to the greater population outside the ERP industry. Because of the nature of the ERP industry, the sample size was limited but fairly diverse.

6.2.2.3 Types of measures

Regarding the types of measures employed in this study, the self-report measures could have hampered the validity of the results.

6.3 RECOMMENDATIONS

On the basis of the results of the study, the following recommendations can be made for the ERP industry, with suggestions for possible future research:

- *Recruitment*

An effort should be made to recruit new employees who exhibit a strong SOC. Owing to the significant relationship between the organisational commitment subscales of normative and continuance commitment, an integrated approach should be considered in the recruitment, organisational socialisation and performance management of employees in order to strengthen the moral duty of employees. This would help to promote a sense of obligation and responsibility towards the organisation.

- *Employee development*

The development of employees could be facilitated by enhancing their SOC through the communication of employer-, career- and industry-related information in a more controlled, well-organised and comprehensible manner. Older employees could be utilised in mentorship programmes to assist younger employees by using information from the industry to boost the younger employees' SOC.

- *Employee reward, compensation and recognition*

Reward and recognition programmes could be initiated to enhance the industry by rewarding tenured employees for their years of service in the industry and deploying them as ambassadors to make the industry more comprehensible and manageable for new entrants.

- *Employee retention strategies*

The focus on maintaining or enhancing organisational commitment among employees in the ERP industry should be seen in a separate context compared to

these employees' SOC. The correlations in the study revealed that overall, there is no significant relationship between SOC and organisational commitment.

Employee retention strategies should take into account the fact that an employee with a strong SOC is not necessarily strongly committed to the organisation. Also, such employees will not necessarily show commitment, especially when age and tenure are taken into account.

- *Succession planning*

Succession planning strategies should take cognisance of the possibility that an employee who exhibits strong organisational commitment does not necessarily have a strong SOC. This could affect the way that succession planning is done or the way a successor would be prepared for his or her future role in the organisation.

- *Employee wellbeing*

Employee wellbeing should form part of an organisation's overall human resource strategy. When one considers the portfolio of factors relating to SOC that account for psychological wellbeing, one could argue that psychological wellbeing is also the core of a positive relationship towards work.

- *Talent management*

Talent management should coincide with organisational strategies. Thought should be given to client-facing areas of the organisation that could benefit from employees who exhibit strong affective commitment. By contrast, an employee who exhibits only strong normative or continuance commitment will probably have a sense of moral duty or obligation towards the organisation, but will do so without much passion for the interests of the organisation.

On the basis of the results of the study, the following recommendations are made for further research:

- According to Wissing and Van Eeden (2002), fortigenesis is a general psychological wellbeing factor comprising SOC and satisfaction with the life and affect balance. These authors believe that this is indicative of strong psychological wellbeing. Based on the results of this study, it is recommended that fortigenesis and its possible relationship with organisational commitment should be explored to add to this area of research.
- According to Allen and Meyer (1990), organisational commitment has three dimensions, namely affective, continuance and normative commitment, which revolve around a person's commitment to a particular organisation. There seems to be a different type of commitment that merits further investigation, especially regarding the possible relationship with salutogenic constructs. Pittinsky (2001) highlights the possibility of a different kind of commitment, whereby employees could remain committed to a portfolio of organisations while simultaneously sojourning among them, resulting in the establishment of psychological homes for themselves in the process.
- In addition to the organisational commitment construct investigated in this study, it is recommended that future research be conducted on multifaceted organisational commitment constructs to obtain a broader view on how people commit to organisations.
- According to Sparrow (1998), the new psychological contract can be viewed as an open-ended agreement that states the mutual expectations between the two parties to the contract. Further to this, King (2000) found that when workers feel insecure about their jobs, they resist acting on behalf of their employers. Further research is recommended on the relationship between the new psychological contract, SOC and organisational commitment, especially with regard to knowledge workers such as those in the ERP industry.
- Since this study was not conducted over a prolonged period, the results do not reflect possible effects over an extended period. It is therefore

recommended that the same constructs be explored over a lengthier period of time.

- The aim of this study was to use quantitative research to determine whether there is a relationship between the variables being investigated. It is recommended that qualitative research be conducted to collect more information on the nature of SOC and organisational commitment in the ERP industry.
- Further research should be considered on the possible relationships between race, gender and seniority (job level) with the constructs of SOC and organisational commitment in the ERP industry.
- This study contained only a limited sample. Future research with a larger and more representative sample is thus recommended.

6.4 CHAPTER SUMMARY

This chapter dealt drew conclusions from both a theoretical and empirical perspective. This was followed by a discussion of the limitations of the study. Recommendations were then made for possible future research. This concludes the research study that was undertaken.

REFERENCES

- Allen, N.J. & Meyer, J.P. (1990). The measurement of antecedents of affective, continuance, and normative commitment to the organisation. *Journal of Occupational Psychology*, 91, 1–18.
- Allen, N.J. & Meyer, J.P. (1996). Affective, continuance, and normative commitment to the organisation: An examination of construct validity. *Journal of Vocational Behavior*, 49 (3), 252–276.
- Antonovsky, A. (1979). *Health, stress, and coping*. San Francisco: Jossey-Bass.
- Antonovsky, A. (1984). A call for a new question – salutogenesis – and a proposed answer – the sense of coherence. *Journal of Preventative Psychiatry*, 2, 1–13.
- Antonovsky, A. (1987). *Unraveling the mystery of health: How people manage stress and stay well*. San Francisco: Jossey-Bass.
- Antonovsky, A. (1993a). The structure and properties of the sense of coherence scale. *Social Science Medical Journal*, 36 (6), 725–733.
- Antonovsky, A. (1993b). Complexity, conflict, chaos, coherence, coercion and civility. *Social Science and Medicine*, 37, 969–974.
- Badamosi, G. (2003). HRM and the commitment rhetoric: Challenges for Africa. *Management Decision*, 41 (3), 274–280.
- Bartlett, K.R. (2001). The relationship between training and organisational commitment: A study in the health care field. *Human Resource Development Quarterly*, 12 (4), 335–352.
- Baruch, Y. (2004). Transforming careers: From linear to multidirectional career paths. Organisational and individual perspectives. *Career Development International*, 9 (1), 58–73.

- Basson, M.J. & Rothmann, S. (2002). Sense of coherence, coping and burnout of pharmacists. *South African Journal of Economic and Management Sciences*, 5 (1), 35–62.
- Beck, K. & Wilson, C. (2001). Have we studied, should we study, and can we study the development of commitment? Methodological issues and the developmental study of work-related commitment. *Human Resource Management Review*, 11, 257–278.
- Becker, H. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66 (1), 32–40.
- Bhatnagar, J. (2005). The power of psychological empowerment as an antecedent to organisational commitment in Indian managers. *Human Resource Development International*, 8 (4), 419–433.
- Boshoff, A.B., Van Wyk, R., Hoole, C. & Owen, J.H. (2002). The prediction of intention to quit by means of biographic variables, work commitment, role strain and psychological climate. *Management Dynamics Volume*, 11 (4), 14–28.
- Bosman, J. & Buitendach, J.H. & Laba, K. (2005). Job insecurity, burnout and organisational commitment among employees of a financial institution in Gauteng. *South African Journal of Industrial Psychology*, 31 (4), 32–40.
- Bowman, B.J. (1996). Cross-cultural validation of Antonovsky's sense of coherence scale. *Journal of Clinical Psychology*, 52 (5), 547–549.
- Boyle, T.A. & Strong, S.E. (2006). Skill requirements of ERP graduates. *Journal of Information Systems Education*, 17 (4), 403–412.
- Breed, M., Cilliers, F. & Visser, D. (2006). The factor structure of six salutogenic constructs. *South African Journal of Industrial Psychology*, 32 (1), 74–86.
- Brewer, A.M. (1996). Developing commitment between managers and employees. *Journal of Managerial Psychology*, 11 (4), 24–34.

- Brooks, G. (2002). Knowledge-based structures and organisational commitment. *Management Decision*, 40 (6), 566–573.
- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, 19, 533–546.
- Buck, J.M. & Watson, J.L. (2002). Retaining staff employees: The relationship between human resources management strategies and organisational commitment. *Innovative Higher Education*, 26 (3), 175–193.
- Buitendach, J.H. & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*, 36 (2), 27–38.
- Burke, M.E. (2007). Making choices: Research paradigms and information management: Practical applications of philosophy in IM research. *Library Review*, 56 (6), 476–484.
- Burrell, G. & Morgan G. (1979). *Sociological paradigms and organizational analysis*. London: Heinemann.
- Burke, R.J. & Cooper, C. (2004). *Leading in turbulent times: Managing in the new world of work*. Malden, MA : Blackwell.
- Camic, P.M., Rhodes, J.E. & Yardley, L. (2003). *Qualitative research in Psychology*. Washington DC: APA.
- Chang, J.Y. & Choi, J.N. (2007). The dynamic relation between organisational and professional commitment of highly educated research and development (R&D) professionals. *The Journal of Social Psychology*, 147 (3), 299–315.
- Cilliers, F. & Coetzee, S.C. (2003). The theoretical-empirical fit between three psychological wellness constructs: Sense of coherence, learned resourcefulness and self-actualisation. *South African Journal of Labour Relations*, 27 (1), 4–24.

- Cilliers, F. & Kossuth, S.P. (2002). The relationship between organisational climate and salutogenic functioning. *South African Journal of Industrial Psychology*, 28 (1), 8–13.
- Cilliers, F. & Ngokha, G. (2006). Confirmatory factor analysis on the measurement of five salutogenic constructs. *Southern African Business Review*, 10 (1), 17–34.
- Clugston, M. (2000). The mediating effects of multidimensional commitment on job satisfaction and intent to leave. *Journal of Organisational Behavior*, 21, 477–486.
- Coetzee, S.C. & Rothmann, S. (1999). Die verband tussen koherensiesin en werkstevredenheid by bestuurders. *South African Journal of industrial Psychology*, 25 (3), 31–38.
- Coetzee, M., Schreuder, D. & Tladinyane, R. (2007). Organisational commitment and its relation to career anchors. *Southern African Business Review*, 11 (1), 65–86.
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd ed.). Orlando, FL: Academic Press.
- Cohen, A. (1993). Age and tenure in relation to organisational commitment: A meta-analysis. *Basic and Applied Social Psychology*, 14 (2), 143–159.
- Conway, N. & Briner, R.B. (2005). *Understanding psychological contracts at work: A critical evaluation of theory and research*. New York: Oxford University Press.
- Coulson-Thomas, C. (1997). The future of the organization: Selected knowledge management issues. *The Journal of Knowledge Management*, 1 (1), 15–26.
- Covaleski, J.M. (2000). ERP, e-comm strengthen the case for CPAs to consult. *Accounting Today*, 14, 24–25.
- Cramer, D. (2001). Tenure, commitment and satisfaction of college graduates in an engineering firm. *Journal of Social Psychology*, 133 (6), 791–796.

- Curtis, S. & Wright, D. (2001). Retaining employees: The fast track to commitment. *Management Research News*, 24 (8/9), 59–64.
- Davey, G.C.L. & Wells, A. (2006). *Worry and its psychological disorders : Theory, assessment and treatment*. Chichester, Hoboken, NJ: Wiley.
- Davis, J.B., Pawlowski, S.D. & Houston, A. (2006). Work commitments of Baby Boomers and Gen-Xers in the IT profession: Generation differences or myth. *The Journal of Computer Information Systems*, 46 (3), 43–49.
- Döckel, A., Basson, J. & Coetzee, M. (2006). The effect of retention factors on organisational commitment: An investigation of high technology employees. *South African Journal of Human Resource Management*, 4 (2), 20–28.
- Du Buisson-Narsai, I. (2005). The relationship between personal meaning, sense of coherence and organisational commitment. Unpublished M.Com. dissertation. University of South Africa, Pretoria.
- Elizur, D. (1996). Work values and commitment. *International Journal of Manpower*, 17 (3), 25–30.
- Engelbrecht, A.S., Erasmus, R.G. & Sivasubramaniam, N. (2003). Strategic human resource management and organisational performance: Testing a typology of fit. *South African Journal of Industrial Psychology*, 45 (1), 111–116.
- Etzioni, A. (1961). *Complex organizations*. New York: Holt, Rinehart & Winston.
- Feldt, T., Kinnunen, U. & Mauno, S. (2000). A mediation model of sense of coherence in the work context: A one-year follow up study. *Journal of Organisational Behaviour*, 21 (4), 461–476.
- Feldt, T. & Rasku, A. (1998). The structure of Antonovsky's Orientation to Life Questionnaire. *Personality and Individual Differences*, 25, 505–516.
- Foote, D., Seipel, S.J., Johnson, N.B. & Duffy, M.K. (2005). Employee commitment and organisational policies. *Management Decision*, 43 (2), 203–219.

- Frenz, A.W., Carey, M.P. & Jorgensen, R.S. (1993). Psychometric evaluation of Antonovsky's sense of coherence scale. *Psychological Assessment*, 5 (2), 145–153.
- Gakovic, A. & Tetrick, L.E. (2003). Perceived organisational support and work status: A comparison of the employment relationships of part-time and full-time employees attending university classes. *Journal of Organizational Behaviour*, 24, 649–666.
- Greenberg, J. & Baron, R.A. (2003). *Behavior in organisations: Understanding and managing the human side of work*. Upper Saddle River, NJ: Prentice Hall.
- Greenhaus, J.H., Callanan, G.A. & Godshalk V.M. (2003). *Career management* (3rd ed.). Orlando, FL: Harcourt College Publishers.
- Gropp, L., Geldenhuys, D. & Visser, D. (2007). Psychological wellness constructs: Relationships and group differences. *South African Journal of Industrial Psychology*, 33 (3), 24–34.
- Hawley, D.J., Wolfe, F. & Cathey, M.A. (1992). The sense of coherence questionnaire in patients with rheumatic disorders. *The Journal of Rheumatology*, 19, 12–18.
- Heiman, T. (2004). Examination of the salutogenic model, support resources, coping style, and stressors among Israeli university students. *Journal of Psychology*, 138 (6), 505–520.
- Howell, D.C. (1995). *Fundamental statistics for the behavioral sciences* (3rd ed.). Belmont, CA: Duxbury Press.
- Ivancevich, J.M. & Matteson, M.T. (2002). *Organisational behaviour and management* (6th ed.). New York: McGraw-Hill.
- Jackson, L. & Rothmann, S. (2006). Occupational stress, organisational commitment, and ill-health of educators in the North West Province. *South African Journal of Education*, 26 (1), 75–95.

- Jackson, S. & Schuler, R. (1995). Understanding human resource management in the context of organizations and their environment. *Applied Review of Psychology, 46*, 237–264.
- Janssens, M., Sels, L. & Van den Brande, I. (2003). Multiple types of psychological contracts: A six cluster solution. *Human Relations, 56* (11), 1349–1378.
- Jex, S.M., Adams, G.A., Bachrach, D.G. & Sorenson, S. (2003). The impact of situational constraints, roles stressors, and commitment on employee altruism. *Journal of Occupational Health Psychology, 8* (3), 171–180.
- Johnson, J.L. & O’Leary-Kelly, A.M. (2003). The effects of psychological contract breach and organisational cynicism: Not all social exchange violations are created equal. *Journal of Organisational Behavior, 24*, 627–647.
- Julkunen, J. & Ahlstrom, R. (2006). Hostility, anger, and sense of coherence as predictors of health-related quality of life. Results of an ASCOT substudy. *Journal of Psychosomatic Research, 61*, 33–39.
- Kanter, R.M. (1968). Commitment and social organization: A study of commitment mechanisms in Utopian communities. *American Sociological Review, 33*, 499–517.
- Karim, N.H.A. & Noor, N.H.N.M. (2006). Evaluating the psychometric properties of Allen and Meyer’s organisational commitment scale: A cross cultural application among Malaysian academic librarians. *Malaysian Journal of Library and Information Science, 11* (1), 89–101.
- Karrasch, A.I. (2003). Antecedents and consequences of organisational commitment. *Military Psychology, 15* (3), 225–236.
- Khosrow-Pour, M. (2006). *Cases on the human side of information technology*. Hershey, PA: Idea Group.

- King, J.E. (2000). White-collar reactions to job insecurity and the role of the psychological contract: Implications for human resource management. *Human Resource Management, 39* (1), 79–92.
- Korotkov, D.L. (1993). An assessment of the (short-form) sense of coherence personality measure: issues of validity and well-being. *Personal Individual Differences, 14* (4), 575–583.
- Korotkov, D.L. (1994). Notes and shorter communications. *Personality and Individual Differences, 16* (3), 499–499.
- Kuhn, T.S. (1962). *The structure of scientific revolutions*. Chicago: University of Chicago Press.
- Lemke, E. & Wiersma, W. (1976). *Principles of psychological measurement*. Chicago: Rand McNally College Publishing.
- Lin, S. & Hsieh, A. (2002). Constraints of task identity on organisational commitment. *International Journal of Manpower, 23* (2), 151–165.
- Lord, R.L. & Farrington, P.A. (2006). Age-related differences in the motivation of knowledge workers. *Engineering Management, 18* (3), 20–26.
- Mackenzie, B.D. (1977). *Behaviorism and the limits of scientific method*. Thetford, Norfolk: Lowe & Brydone.
- Marchiori, D.M. & Henkin, A.B. (2004). Organisational commitment of a health profession faculty: Dimensions, correlates and conditions. *Medical Teacher, 26* (4), 353–358.
- Martin, A. & Roodt, G. (2008). Perceptions of organisational commitment, job satisfaction and turnover intentions in a post-merger South African tertiary institution. *South African Industrial Psychology Magazine, 34* (1), 23–31.
- Maslow, A.H. (1971). *The farther reaches of human nature*. New York: Viking.

- McGuire, A.L. (2002). *The relationship between sense of coherence and emotional intelligence: The case of South African marine officers*. Unpublished M.Com dissertation. University of South Africa, Pretoria.
- McKeown, T. (2003). Commitment from a contractor workforce? *International Journal of Manpower*, 24 (2), 169–186.
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA: Sage.
- Meyer, J.P., Allen, N.J. & Smith, C. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualisation. *Journal of Applied Psychology*, 87 (84), 538–551.
- Meyer, J.P., Bobocel, D.R. & Allen, N.J. (1991). Development of organizational commitment during the first year of employment: A longitudinal study of pre- and post-entry influences. *Journal of Management*, 17, 717–733.
- Mguculwa, N. (2008). *The relationship between organisational commitment and work performance in an agricultural company*. Unpublished M.A. dissertation. University of South Africa, Pretoria.
- Miller, K., Haskell, C., & Thatcher, A. (2002). The relationship between the intention to emigrate and organisational commitment. *South African Journal of Psychology*, 32 (3), 16–20.
- Mlonzi, E.N. & Strümpfer, D.J.W. (1998). Antonovsky's sense of coherence scale and 16PF second-order factors. *Social Behavior and Personality*, 26 (1), 39–49.
- Mouton, J. & Marais, H.C. (1992). *Basic concepts in methodology of the social sciences*. Pretoria: Human Sciences Research Council.
- Mowday, R.T., Porter, L.W. & Steers, R.M. (1982). *Employee-organisation linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.

- Naidoo, S. & Le Roux, R. (2003, June). *Organisational change and the relationship between health/stress and sense of coherence*. Paper presented at the 6th Annual SIOPSA (Society for Industrial and Organisational Psychology of South Africa) Conference, Johannesburg, South Africa.
- Nunnally, J.C. & Bernstein, I.H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.
- O'Connor, M.K. & Netting, F.E. (2009). *Organization practice: A guide to understanding human service organizations*. Englewood Cliffs, NJ: Wiley.
- Okpara, J. O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. *Information Technology and People*, 17 (3), 327–338.
- Pallant, J.F. & Lae, L. (2002). Sense of coherence, well-being, coping and personality factors: Further evaluation of the sense of coherence scale. *Personality and Individual Differences*, 33, 39–48.
- Pittinsky, T.L. (2001). *Knowledge nomads: Commitment at work*. Unpublished Ph.D. thesis. Cambridge, MA: Harvard University.
- Poppius, E., Tenkanen, L., Hakama, M., Kalimo, R. & Pitkanen, T. (2003). The sense of coherence, occupation and all-cause mortality in the Helsinki Heart Study. *European Journal of Epidemiology*, 18, 389–393.
- Pretorius, M. & Rothmann, S. (2001). Die verband tussen koherensiesin, lokus van beheer, selfdoeltreffendheid en werkstevredenheid. *South African Journal of Industrial Psychology*, 27 (1), 25–31.
- Read, S., Aunola, K., Feldt, T., Leinonen, R. & Ruoppila, I. (2005). The relationship between generalized resistance resources, sense of coherence, and health among Finnish people aged 65–69. *European Psychologist*, 10 (3), 244–253.
- Rogers, C.R. (1961). *On becoming a person: A therapist's view of psychotherapy*. Boston: Houghton Mifflin.

- Roodt, G. (1997). Theoretical and empirical linkages between work-related commitment foci. *South African Journal of Industrial Psychology*, 23 (2), 6–13.
- Roothman, B., Kirstin, D. & Wissing, M. (2003). Gender differences in aspects of psychological well-being. *South African Journal of Psychology*, 33 (4), 212–218.
- Rothmann, S., Jackson, L.T.B. & Kruger, M.M. (2003). Burnout and job stress in a local government: The moderating effect of sense of coherence. *South African Journal of Industrial Psychology*, 29 (4), 52–60.
- Salancik, B.M. (1977). Commitment and the control of organisational behavior and belief. In B.M. Staw & G.R. Salancik (Eds). *New directions in organizational behavior* (pp. 1–54). Chicago: St. Clair Press.
- Shah, V. & Mehta, K. (1998). Workforce, information technology and global unemployment. *Industrial Management and Data Systems*, 5, 226–231.
- Siegrist, J. (1993). Sense of coherence and sociology of emotions. *Social Science and Medicine*, 37 (8), 978–979.
- Sinclair, R.R., Leo, M.C. & Wright, C. (2005). Benefit system effects on employees' benefit knowledge, use, and organisational commitment. *Journal of Business and Psychology*, 20 (1), 3–29.
- Snape, E. & Redman, T. (2003). An evaluation of a three-component model of occupational commitment: Dimensionality and consequences among united kingdom human resource management specialists. *Journal of Applied Psychology*, 88 (1), 152–159.
- Söderhamn, O. & Holmgren, L. (2004). Testing Antonovsky's sense of coherence (SOC) scale among Swedish physically active older people. *Scandinavian Journal of Psychology*, 45, 215–221.
- Sparrow, P.R. (1998). Reappraising psychological contracting. *International Studies of Management and Organization*, 28 (1), 30–63.
- SPSS for Windows 13.0 (2004). Chicago: SPSS Inc.

- Stander, M.W. & Rothmann, S. (2008). The relationship between leadership, job satisfaction and organisational commitment. *South African Journal of Human Resource Management*, 7 (3), 7–13.
- Storm, L. & Roodt, G. (2002). Die verband tussen organisasiesosialisering en organisasieverbondenheid. *South African Journal of Industrial Psychology*, 28 (1), 14–21.
- Strauss, A. & Corbin, J. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Newbury Park, CA: Sage.
- Strümpfer, D.J.W. (1990). Salutogenesis: A new paradigm. *South African Journal of Psychology*, 20 (4), 265–276.
- Strümpfer, D.J.W. (1995). The origins of health and strength: From "salutogenesis" to "fortigenesis". *South African Journal of Psychology*, 25 (2), 8–89.
- Strümpfer, D.J.W., Danana, N., Gouws, J.F. & Viviers, M.R. (1998). Personality dispositions and job satisfaction. *South African Journal of Psychology*, 28 (2), 92–100.
- Strümpfer, D.J.W. & Mlonzi, E.N. (2001). Antonovsky's sense of coherence scale and job attitudes: Three studies. *South African Journal of Psychology*, 31 (2), 30–37.
- Strümpfer, D.J.W & Wissing, M.P. (1998, September). Review of South African data on the sense of coherence scale as a measure of fortigenesis and salutogenesis. Paper presented at Annual Congress of the Psychological Society of South Africa, Cape Town.
- Sturges, J., Conway, N., Guest, D. & Liefoghe, A. (2005). Managing the career deal: The psychological contract as a framework for understanding career management, organisational commitment and work behavior. *Journal of Organisational Behavior*, 26, 821–838.

- Suliman, A.M. & Iles, P.A. (2000). Is continuance commitment beneficial to organizations? Commitment-performance relationship: A new look. *Journal of Managerial Psychology*, 15 (5), 407–426.
- Super, D.E. (1955). Transition: From vocational guidance to counseling psychology. *Journal of Counseling Psychology*, 2, 3–9.
- Sutherland, M. & Jordaan, W. (2004). Factors affecting the retention of knowledge workers. *South African Journal of Human Resource Management*, 2 (2), 55–64.
- Swales, S. (2004). Commitment to change: Profiles of commitment and in-role performance. *Personnel Review*, 33 (2), 187–204.
- Sweeney, J. & Jacobson, S. (2002). ERP software offers companies a single version of the truth. *IT Priorities*, 12–13.
- Terre Blanche, M.T. & Durrheim, K. (2002). *Research in practice*. Cape Town: Cape Town University Press.
- Thompson, B. (2004). *Exploratory and confirmatory factor analysis: Understanding concepts and applications*. Washington, DC: APA.
- Trimble, D. E. (2006). Organisational commitment, job satisfaction, and turnover intention of missionaries. *Journal of Psychology and Theology*, 34 (4), 349–360.
- Trochim, W. & Donnelly, J.P. (2007). *The research methods knowledge base* (3rd ed.). Independence, KY: Atomic Dog Publishing.
- Trochim, W. (2000). *The research methods knowledge base* (2nd ed.). Cincinnati, OH: Atomic Dog Publishing.
- Tsuno, Y.S. & Yamazaki, Y. (2006). A comparative study of sense of coherence (SOC) and related psychosocial factors among urban versus rural residents in Japan. *Personality and Individual Differences*, 10, 1–13.

- Tu, Q. & Ragunathan, B. & Ragunathan, T.S. (2001). A path analytic study of the antecedents of organisational commitment of IS managers. *Information Resources Management Journal*, 14 (3), 27–36.
- Van den Hooff, B. & De Ridder, J.A. (2004). Knowledge sharing in context: The influence of organisational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8 (6), 117–130.
- Van Scotter, R. (2000). Relationships of task performance and contextual performance with turnover, job satisfaction and affective commitment. *Human Resource Management Review*, 10 (1), 79–95.
- Viviers, A.M. 1996. *Salutogenese in organisatoriese konteks*, Ongepubliseerde doktraleproefskrif. Universiteit- van Suid-Afrika, Pretoria.
- Waitzkin, H. (1993). A good word for the "young man [or woman] with a gun": Whose violence? Whose "salutogenesis"? *Social Science and Medicine*, 37 (8), 977–978.
- Wissing, M.P. (2000, May). *Wellness: Construct clarification and a framework for future research and practice*. Paper presented at the First South African National Wellness Conference, Port Elizabeth, South Africa.
- Wissing, M.P. & Van Eeden, C. (1997, September). *Psychological well-being: A fortigenic conceptualization and empirical clarification*. Paper presented at the 3rd Annual Congress of the Psychological Society of South Africa, Durban, South Africa.
- Wissing, M. P. & Van Eeden, C. (2002). Empirical classification of the nature of psychological well-being. *South African Journal for Psychology*, 32 (1), 32–44.
- Yafang, T. (2008). The relationship among learning organisation, internal marketing and organisational commitment. *Northeast Decision Sciences Institute Proceedings*, 28–30.