The influence of self aspects, sources of workplace satisfaction and gender on organisational commitment: An integrated model

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Abstract

The purpose of this study was to explore the relationship between self-aspects, sources of workplace satisfaction and types of organisational commitment. This study tested three expectations. The first was that employees with strongly developed relational self-aspects who find satisfaction in workplace relationships with their direct managers and colleagues were likely to experience affective committed towards their organisation. The second was that employees with strongly developed individual self-aspects who find satisfaction in the job itself were likely to experience continuance commitment towards their organisation. The third was that employees with strongly developed collective self-aspects who find satisfaction in the organisation as well as its senior management were likely to experience normative committed towards their organisation. To test these hypotheses, three empirical studies were conducted.

In Study 1 respondents (N = 140) were drawn from a large aged care nursing facility. Using separate regression analyses, support was found for the expectation that relational self-aspects would predict satisfaction with colleague relationships and that satisfaction with colleague and manager relationships would predict affective commitment. Support was also found for the expectation that collective self-aspects would predict satisfaction with the organisation and its senior management, however only satisfaction with the organisation was found to predict normative commitment. The expected relationship between individual self-aspects, job satisfaction and continuance commitment was not supported. It was argued that the strong relational nature of the sample and the high percentage (87%) of females within the sample may have influenced the results.

Study 2 was designed to reconfirm the expected relationship between sources of workplace satisfaction and types of organisational commitment using a broader sample. Respondents (N = 146; females =86, males = 60) were drawn from four sources; a credit co-op, an adventure based training organisation, a commercial cleaning organisation, and a Graduate School of Business. As expected, satisfaction with colleague relationships was a significant predictor of affective commitment, while a non-significant trend was observed for satisfaction with manager relationships. Some support was found for the expectation that job satisfaction would be a significant
predictor of continuance commitment through an observed non-significant trend. Satisfaction with the organisation was a significant predictor of normative commitment, while satisfaction with senior management was not. The influence of gender on these results were also examined and discussed.

The purpose of Study 3 was to introduce a newly developed work specific self-aspects scale and test the integrated model that examined the relationship between three types of self-aspects, three sources of workplace satisfaction on three types of organisational commitment. The influence of gender was also examined and discussed. Respondents (N=119) were drawn from an Australian financial institution. Using standard regression analysis to test the model, it was found that collective work self-aspects together with satisfaction with colleague and manager relationships were the only predictors of affective commitment, while collective work self-aspects together with satisfaction with the organisation were the only predictors of normative commitment. No support was found for the expectation that individual self-aspects together with job satisfaction would significantly predict continuous commitment.

The results of this research provided some support for the view that the strength of an employee’s self-aspects may determine the type of workplace experiences they are likely to find satisfying. Furthermore, these sources of workplace satisfaction are likely to lead to different forms of organisational commitment. It was argued that the results observed across the three studies may have been influenced by organisational context. It was suggested that further research should sample a broader range of organisations in order to test the validity of the integrated model.
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This project is dedicated to my wife who read too many books waiting for me to finish. Thanks Erica!
Declaration

This is to certify that:

(i) This thesis comprises only my original work,

(ii) Due acknowledgement has been made in the text to all other material used,

(iii) This thesis is less than 60,000 words in length, exclusive of tables and appendices

________________________________________

Frank Cahill

31st August 2006
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Part One

A Critical Review of the
Theoretical and Empirical Literature
Chapter 1

Introduction

1.1 Research Focus

Many of us find ourselves attracted to those who share our values in life while at the same time we find ourselves in conflict with others who we feel have opposing values. Organisational life provides a rich environment where an individual’s values can either be supported or challenged by work colleagues, managers or the organisation itself through its policies, procedures and values. A number of studies have supported the view that as an individual’s personal values become more aligned with the values of the organisation they work for, then job satisfaction and commitment levels are likely to increase (Adkins & Ravlin, 1996; Ashkanasy & O’Connor, 1997; Chatman, 1991; Feather, 1979; Kaskel, 2000; Meglino, Ravlin & Adkins, 1989).

The aim of this thesis is to explore the relationship between value congruence and organisational commitment. When a person’s workplace experiences are congruent with their own values, research has suggested that this will lead to greater levels of organisational commitment (Meyer & Allen, 1991; Meyer, Allen & Smith, 1993). A number of studies have linked personal values to different types of organisational commitment (Finegan, 2000; Glazer, Daniel & Short, 2004; Kalliath, Bluedorn & Strube, 1999). Others have explored the relationship between individual differences in self-aspects and different levels of organisational commitment (Wasti, 2003). However, no studies to my knowledge have examined the relationship between individual differences in self-values, workplace experiences and organisational commitment. Specifically, this thesis examines the relationship between three specific factors; self-aspects, sources of workplace satisfaction and types of organisational commitment. This thesis addresses the question of whether self-aspects guide the evaluation of different workplace experiences and in turn, whether congruence between workplace experiences and an individual’s values lead to different types of organisational commitment.

I commence this thesis by first reviewing the literature on self. I introduce a three-part model of self (Brewer & Gardiner, 1996; Kashima & Hardie, 2000; Sedikides
& Brewer, 2001) and explore the influence of self-aspects on personal values. In the
second chapter I review the literature on organisational commitment focusing
specifically on the Allen and Meyer (1990) three-part model of commitment (affective,
continuance and normative). In this section I examine the relationship between three
aspects of workplace satisfaction (relationships, job and the organisation its self) and the
three-part model of organisational commitment. In chapter 3, I then present an
integrated theoretical model that proposes that people with different aspects of self will
value different workplace experiences. It was proposed that when there is congruence
between what is valued and what is experienced, then this is likely to lead to greater
organisational commitment. In other words, specific types of self-guided values and
self-valued experiences are, in turn, expected to enhance specific types of organisational
commitment.

1.2  Self-aspects: Overview of chapter
Theories of self provide an understanding of how an individual perceives him or
herself in the environment and in relationship to others. Research on the self has
suggested that it is made up of a number of distinct components (Markus, 1977; Markus
& Kitayama, 1991; Brewer & Gardiner, 1996; Kashima & Hardie, 2000). A recent
interpretation of the self has suggested that it consists of three distinct aspects;
relational, individual and collective (Brewer & Gardiner, 1996; Kashima & Hardie,
2000; Kashima, Yamaguchi, Kim, Choi, Gelfand & Yuki, 1995; Sedikides & Brewer,
2001). This research suggests that most people display varying degrees of each self-
aspect that can be activated in different contexts and different situations.

In this chapter I review the literature on self-aspects. I argue that by using a
model of self that provides insights into our emotions, cognitions, values and
behaviours, we can predict the type of workplace experiences that people with different
levels of self-aspects are likely to find satisfying. Specifically, I argue that the three-
part model of self provides the most comprehensive framework for exploring different
workplace values and motivations.

1.3  Structure of the Self
Markus (1977) suggested that how a person is likely to describe him or herself
depends largely on cognitive structures known as self-schemata. Self-schemata are
cognitive generalizations that we form about ourselves based on our past experiences.
These cognitive generalizations guide the processing of information about the self that a person receives through social experiences and defines how the self is perceived. According to Markus (1977), self-schemata are likely to become stronger and resistant to contradictory information as people accumulate repeated experiences of a certain type. This sense of self, which is based on past behaviour, serves an important function in enabling the person to make future judgments, decisions or predictions about the self.

The study of individualism and collectivism has provided a useful two-part model for examining the self. Hofstede (1980), who surveyed the values of 117,000 personnel across 40 countries from a large US multinational company, found a number of value constructs that were culturally influenced. These constructs were power distance, uncertainty avoidance, masculinity-femininity and individualism and collectivism. The most researched constructs from this model were individualism and collectivism. Hofstede described individualists as people who gave high priority to personal goals over the goals of the collective or group, while collectivists were more likely to subordinate their personal goals to those of the collective or group.

Emerging out of Hofstede’s work on individualism and collectivism, Markus and Kitayama (1991) argued that there are two divergent views of self that are culturally influenced, the independent and interdependent self. They suggested that many western cultures place high value on individuals differentiating themselves from others. This goal of independence is achieved by constructing a sense of self by organizing behaviour around a person’s own individual thoughts, feelings and actions rather than the thoughts, feelings and actions of others. This sense of self involves seeing oneself as separate and independent from others. The independent self, according to Markus and Kitayama (1991), does not operate in a vacuum and must be responsive to the social environment. The independent self uses the social environment to determine the best way to express one’s unique characteristics, and as a standard to compare and validate one’s sense of self. According to Markus and Kitayama (1991), in non-western cultures, the self is viewed to be more connected to the social group (family, friends, work colleagues) and less differentiated from others. Within these social groups, people are motivated to fit in with others and to build strong interpersonal relationships that reflect their interdependence.

Markus and Kitayama (1991) suggested that self-construals play a significant role in regulating behaviour. They suggested that an individual’s cognitions, emotions and motivations would be influenced by their self-construal. The thoughts, emotions
and motivations of the independent self will be influenced by the desire to individuate, while the interdependent self will be motivated to integrate thoughts, emotions and motivations with significant others.

Markus and Kitayama (1991) argued that although some motivations are assumed to be common to all individuals, they might serve different purposes for different types of self-construal. For example, both the independent and interdependent self may share an achievement drive, however the interdependent self is likely to achieve in order to affirm their connectiveness with others, while the independent self is likely to achieve in order to emphasise their separateness from others. Maintaining a positive view of self, according to Markus and Kitayama (1991), is also likely to vary according to the strength of each self-aspect. For the interdependent self, achieving positive feelings is likely to be achieved by engaging in activities that reinforce one’s interconnectedness with others. For those with strong independent selves, feeling good about themselves is likely to be achieved through tasks that reinforce one’s uniqueness from others.

1.4 The three-part model of the self

Brewer and Gardner (1996) argued that implicit in the various two-part models of self (individualism and collectivism, Hofstede, 1980; or the independent and interdependent self; Markus & Kitayama, 1991) is a further two-part distinction within the collective or interdependent self. The first derives from interpersonal relationships with specific others, while the second relates to membership in collectives or social categories. They further argued that both interpersonal and collective identities are social extensions of the self, but differ depending on whether the social identities are activated at the interpersonal or group level. When activated at the interpersonal level they take the form of dyadic relationships, while the collective self tends to be more inclusive and less personal and more focused on internalizing group norms and characteristics.

Based on this perspective, Brewer and Gardner (1996) suggested that there are three fundamental aspects of self-representation; the collective, the interpersonal and the personal. They suggested that at the personal level, the individual self differentiates from others by making social comparisons and is motivated to pursue self-interest. At the interpersonal level, the relational self is derived from relationships with significant others and is motivated to work towards the benefit of others with whom they have
formed interpersonal relationships. Brewer and Gardner (1996) suggested that the relational self was very similar to the interdependent self described by Markus and Kitayama (1991). At the group level is the collective self, which, consistent with Hofstede’s collectivism, is primarily motivated to ensure the welfare of the group. Brewer and Gardner (1996) proposed that as different aspects of self are activated, corresponding changes in motivation would occur. Brewer and Gardner (1996) further argued that each of these different aspects of self coexist within the same person and could be activated at different times or in different contexts.

Kashima and Hardie (2000) sought to clarify the relationship between the three aspects of self described by Brewer and Gardiner (1996) and the two-part model of self. They developed a 30 item relational, individual and collective self aspects scale that was designed to measure the three types of self-aspects. Both confirmatory factor analysis and correlation analysis with other relevant scales suggested that this measure of the three part model of self (relational, individual and collective) was both valid and reliable.

1.5 The influence of gender on self-aspects

Recent research has explored the relationship between self-aspects and gender. Cross and Madson (1997) argued that men were more likely to develop an independent self-construal while women were more likely to develop an interdependent self-construal. They argued that women tend to enhance their self concept by striving to protect relationship partners, whereas men were more likely to reinforce their sense of self by emphasising the uniqueness of their abilities. In providing an alternative view to Cross and Madson (1997), Baumeister and Sommer (1997) suggested that differences in self-construal patterns between men and women were not necessarily based on women being more relational than men. Building on Cross and Madson’s (1997) proposition, Baumeister and Sommer (1997) suggested that both men and women are equally social and have an equal need for belongingness but adopt different strategies. Women are more likely to develop a number of small close relationships whereas men are more likely to develop relationships within larger groups. Within larger groups men are likely to experience hierarchies, which introduce related issues of power, status, and dominance that are likely to reinforce their self-concept.

This proposition was supported by Kashima et al. (1995). They found that relational self-aspects were more prominent in women and collective self-aspects were
more prominent in men. In accounting for this difference, Kashima et al. (1995)
drawing on Tiger’s (1969) work, suggested that men have acquired genetic tendencies
to bond with other males and work co-operatively in task oriented groups which
originated from early hunting societies, while women’s relational orientation may well
have genetic roots in their traditional role as child rearers.

Kashima et al. (1995) findings were replicated in a more recent study by
Kashima and Hardie (2000). In exploring gender differences in the respondent’s
relational, individual and collective orientation, they found that females tended to be
more relational than males while males tended to be more collective than females.
Taken together, these results suggest that women are likely to have stronger relational
self-aspects than men, and men are likely to have stronger collective self-aspects than
women, however no consistent gender differences in individual self-aspects were
reported.

1.6 The Influence of self-aspects on personal values

A number of studies have explored the relationship between the strength of
different self-aspects and their contribution to a person’s values, cognitions and
behaviours. Much of this research has centered on Hofstede’s (1980) dimensions of
individualism and collectivism (Dutta-Bergman & Wells, 2002; Earley & Gibson, 1998;
Eby & Dobbins 1997; Gomez-Mejia & Welbourne, 1991; Oyserman, Coon &
Kemmelmeier, 2002; Ramamoorthy & Flood, 2004).

Hofstede (1980) assessed individualism and collectivism at a cultural, rather
than at an individual differences level, suggesting that cultures high in individualism or
collectivism were likely to influence the type of work goals that people working in these
cultures were likely to value. Hofstede (1980) found that respondents in individualist
cultures valued having a job that allowed sufficient time for personal and family life
(personal time), freedom and work challenges. These three goals stressed the
individual’s freedom from the organisation. Hofstede (1980) argued that even
challenging work, although taking place within the organisation, stresses the
individual’s accomplishments. Respondents in collectivist cultures were more
dependent on their organisation and valued initiatives provided by the organisation that
included individual training, good working conditions and the opportunity to allow each
worker to use his or her skills. These goals stressed the employees’ interdependence
with the organisation.
Within an organisational context the distinction between individualism and collectivism has been described as a tension between the desire for companionship and the desire for personal identity (Earley & Gibson, 1998). Early and Gibson (1998) suggested that individualists were concerned more with individual goals and operated according to self-interests. Individualists tend to work better alone than in groups, respond best when given individual responsibility, personal goals and individual training. On the other hand, collectivists are primarily concerned with group goals and interests and are more likely than individualists to conform to in-group goals. Eby and Dobbins (1997) argued that a person’s collective orientation was closely linked to a set of beliefs about working with others. These included the belief that they had the necessary interpersonal skills to work successfully with others in a group, a belief that their own performance was partly due to factors external to themselves such as other group members (external locus of control), anticipated positive outcomes when working in groups and a belief that working within a group would meet their needs for affiliation and approval.

Gomez-Mejia and Welbourne (1991) argued that employees within individualistic and collectivistic cultures expressed distinctly different work values and that these values should guide decisions on employee compensation. They suggested that employees in highly individualistic countries tended to value independence, personal accomplishment, and control over their destiny and displayed an internal locus of control and utilitarian relationships with other employees. They further suggested that the relationship between employee and employer in individualistic cultures is based more on a contract than a moral commitment, and that the employer is less likely to care for its workers outside the employment contract. In contrast, employees in highly collective countries are likely to value team accomplishments, sacrifice for others, dependence on their workgroups and have an external locus of control and value a moral commitment to the organisation. Such employees, according to Gomez-Mejia and Welbourne (1991) are also likely to anticipate long-term employment relationships with their employer and expect that their employer will care for theirs and their family’s well-being throughout their life time. Both employer and employee are likely to place high value on loyalty.

Differences in the values of individualists and collectivist within an individualistic culture have also been identified. From a sample of 3,870 respondents drawn from households in 48 states in the United States, Dutta-Bergman and Wells
(2002) explored differences in values and lifestyles between allocentrics (collectivism measured at the personal level) and idiocentrics (individualism measured at the personal level). The results of this study provided support for the view that individualists and collectivists hold significantly different values as expressed through the different ways in which they live their lives. For example, consistent with the view that collectivists have a stronger focus on relationships, interdependence and social ties, Dutta-Bergman and Wells (2002) observed that collectivists placed a higher priority on food preparation as a means of bringing families together and building relationships than did individualists. The authors observed that the kitchen was the collectivist’s favorite room in the house and that they spent more time preparing breakfast, lunch and dinner and felt guiltier about serving fast food to their families than individualists. Further support was also found for the collectivist’s relationship orientation in the different ways in which collectivists and individualists were found to socialize. Individualists were more likely to hold dinner parties and to socialize at home. In-group oriented activities that reinforced the group identity of a person such as attending church, doing volunteer work and involvement in community projects were more favoured by collectivists. Collectivists were also more likely than individualists to engage in relationship oriented action such as sending greeting cards.

Dutta-Bergman and Wells (2002) found that individualists had a strong sense of commitment to their own identity and an internal locus of control which contributed to their desire to pursue goals designed to satisfy their personal needs rather than subjugating them to the larger group. Dutta-Bergman and Wells (2002) also found support for the view that individualists were more achievement and job oriented than collectivists in that they reported working longer hours more often.

The different type of work environments that individualists and collectivists are likely to value has also been examined. Hui and Yee (1999) were interested in knowing if different work environments influenced the level of job satisfaction of individualists and collectivists. They defined workgroup atmosphere as the nature and quality of interpersonal relationships within a team of people performing functionally related tasks. Positive work environments were defined as friendly, supportive and lighthearted, while negative ones were described as formal, unfriendly, hostile and destructive. Hui and Yee (1999) argued that employees with different dispositions would react differently to different work environments. In their study they surveyed 510 employees from a Hong Kong department store chain and public utility company.
Each participant completed a Group Atmosphere Scale (Fiedler & Garcia, 1987), the Individualism Collectivism scale (Hui, 1988) and a job satisfaction scale. Hui and Yee (1999) found that collectivist employees reported a higher level of job satisfaction than individualists. In workgroups where colleagues were encouraged to support each other, the collectivism and satisfaction link was stronger than in work environments where collaboration was lacking. Based on these results, they proposed that for collectivists, job satisfaction was closely tied to supportive and collaborative work environments, while individualists were likely to feel indifferent about working in a cold or less supportive working environment. Their study supported the proposition that collectivist employees express greater levels of job satisfaction when they are working in warm and supportive work environments primarily because of their need to be accepted by the group and to preserve intragroup harmony. On the other hand, individualist employees are less likely to be as motivated by a warm and congenial work environment because it does not support their need for autonomy and independence.

In a similar study, Chatman and Barsade (1995) were interested in understanding how congruence or incongruence between a person’s self-aspects and their work environment influenced behaviour. Using MBA students, they simulated two organisational structures (individualistic-collectivistic) and observed cooperative behaviour within each organisational structure by students who were identified as being more cooperative (collectivist) and less cooperative (individualistic) under two conditions, matched and mismatched. They observed that when people who had a high disposition to cooperate were placed in a matching collectivist culture, they were observed as being more cooperative than their coworkers. Similarly when low cooperative people were placed in individualistic work environments they were observed to be less cooperative than their co-workers. However when collectivists were placed in mismatched individualistic work environments they showed relatively low levels of cooperative behaviour, while individualists in mismatched collectivist work environments continued to display lower levels of cooperative behaviour. Chatman and Barsade (1995) argued that collectivists operating in an individualistic culture were more likely to adapt or cooperate with the norms and expectations of that culture, whereas individualists were less likely to respond to collectivist norms and more likely to impose their individualistic preferences on others. This study suggested when individual dispositions and the organisational context are matched or congruent, people will act consistently with their dispositions. However, when the person and the
environment is mismatched, collectivists will adjust to the expectations of the environment, consistent with their cooperative behaviour, while individualists are likely to be less influenced by the organisational context.

The application of the three-part model of self with individual, relational and collective self-aspects to workplace values and organisational behaviour has been limited. In a recent study by Hardie, Kashima and Pridmore (2005) the relationship between self-aspects, stress, uplifts and health was examined. The most relevant aspect of this study to the present thesis was the role of congruence between self-aspects and life experiences. In this study, the authors separated sources of stress and uplifts into three separate domains; individual, relational and collective. For example, stressors in the individual domain related to threats to a person’s health or finances stress. The relational domain included challenges to significant relationships such as partner or best friend while in the collective domain, stress related to demands on social groups such as work teams, clubs and social collectives. Uplifts are events that a person finds pleasant or satisfying. As such, uplifts in the individual domain included, e.g., winning a personal award, in the relational domain sharing an experience with a partner, and in the collective domain gaining public recognition for your group’s achievements.

Hardie et al. (2005) argued that congruence between a person’s self-orientation and corresponding uplifts was likely to have a positive impact on well-being. Similarly, a person was likely to cope better with stressful events that are congruent with their self-orientation, and less with stressful events that are incongruent with their self-orientation. For example, someone with a strong individual orientation is likely to cope better with stressful events from the individual domain than from the relational or collective domain. In short, Hardie et al. (2005) proposed that domain congruence was likely to be more beneficial to one’s health than domain incongruence.

It has been argued that the organisational environment can influence what an individual is likely to value or consider important within the work environment. Brickson (2000) was interested in applying the three-part model of self, described by Brewer and Gardener (1996), to diversity management within organisations. Brickson (2000) argued that the activation of different self-aspects could be influenced by different group structures within an organisation. Brickson (2000) suggested that an individual’s self-view or individualistic orientation is likely to be activated when the organisation’s structure encourages individuals to differentiate from each other and to rely on themselves rather than on a network of relationships or group members for
resources such as support or information. Incentive schemes that promote competition amongst organisational members and a concern for oneself, as opposed to the welfare of other organisational members (relational self) or groups (collective self), are an example of how the organisational context can activate individualistic behaviour.

Brickson (2000) suggested that a collective orientation is likely to be activated when group membership is stable and made salient. When integration between groups and departments is not encouraged, employees define themselves in terms of their group membership. A collective identity is reinforced when distinct groups perform work together and performance is measured and rewarded according to group effort. The relational self is likely to be activated when the organisational context promotes interpersonal cooperation. Organisations that promote integrated networks of relationships between different organisational units, such as project groups that promote interpersonal cooperation, are likely to encourage individuals to see themselves as relationship partners and less as members of distinct groups. Organisations that reward dyadic rather than individual performance on specific projects and encourage mentoring programs and emotional support of colleagues are also likely to activate a relational orientation amongst members. Brickson’s (2000) research produced a strong argument for the proposition that different organisational contexts can activate three different aspects of self.

1.7 Summary

Research suggests that people with different levels or strengths of each self-aspect, are likely to value different workplace experiences. A person with a strong relational self-aspect is likely to value close interpersonal relationships with colleagues. A person with a strong collective self-aspect is likely to value and support their workgroup. They are likely to conform to in-group goals, value team accomplishments and collaboration, putting the interests of others ahead of themselves and in return expect a reciprocal relationship based on loyalty from their employer. A person with a strong individual self-aspect is likely to value workplace experiences that will enable him or her to individuate from others by comparing their success or status. They are likely to value individual freedom, individual goals and individual training that will enable them to succeed in work challenges. In summary, there is sufficient research to support the argument that employees with strong relational, individual or collective self-aspects are likely to differentially value interpersonal relationships with work
colleagues, aspects of the job that will enable individuation from others, and their workgroup and the organisation, respectively.

Research also supports the view that relational, individual and collective self-aspects differentially influence the values placed upon different workplace experiences. When congruence occurs between what is valued and what is experienced in the workplace, we can anticipate that this will also lead to feelings of satisfaction and possibly greater commitment towards the organisation. In the next chapter I will review the literature on organisational commitment. Specifically I will review the literature relating to Allen and Meyer’s (1990) 3-part model of organisational commitment and explore its relationship with the three sources of workplace satisfaction (relationships, challenging work, and the organisation itself) that have been identified as values for each self-aspect. I will then review the literature that explores the relationship between value congruence and organisational commitment.
Chapter 2
Sources of workplace satisfaction and their relationship to organisational commitment

2.1 Organisational commitment

Mowday, Steers and Porter (1982) defined organisational commitment as an individual’s level of identification and involvement with the organisation. They suggested that organisational commitment was characterised by several related factors, namely, a strong belief in and acceptance of the organisation’s goals and values, a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation. O’Reilly and Chatman (1986) suggested that an individual’s attachment to an organisation was influenced by the level of identification or involvement based on pride in affiliation with the organisation, and internalization or involvement based on congruence between individual and organisational values.

Allen and Meyer (1990) argued that organisational commitment consisted of three components; affective, normative and continuance. Affective commitment relates to an individual’s level of emotional attachment to their organisation. Continuance commitment relates to the investment a person has made to the organisation in their career and the perception of limited alternatives outside the organisation. Normative commitment relates to a sense of loyalty and obligation that the individual has towards the organisation. Meyer and Allen (1991) suggested that commitment is a psychological state and that an employee can experience all three forms of commitment in varying degrees and that each component will develop as a result of different experiences and will influence on-the-job behaviour differently.

Allen and Meyer (1990) describe affective commitment as representing an emotional attachment that an individual has to their organisation whereby the individual identifies with, is involved in and enjoys their membership with the organisation. Individuals with strong affective commitment remain with the organisation because they want to. Allen and Meyer (1990) suggested that a person’s continuance commitment was influenced by the magnitude or number of investments that the individual has made with the organisation as well as the perceived lack of employment opportunities outside the organisation. As such, an individual who has invested time in
developing job skills that are not easily transferable to other organisations is likely to experience continuance commitment towards their organisation. Allen and Meyer (1990) suggested that normative commitment would be influenced by socialisation experiences from their family and or culture as well as their experiences within the organisation. When an individual, through their experiences within the organisation develops a belief that their organisation expects their loyalty they are likely to be normatively committed to it.

A number of studies have found that affective and normative commitment are highly correlated (Allen & Meyer, 1990; Irving, Coleman & Cooper, 1997; Hackett, Bycio & Hausdorf, 1994; Herscovitch & Meyer, 2002; Meyer, Allen & Smith, 1993; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Snape & Redman, 2003). Allen and Meyer (1990) suggested that feelings of obligation to stay with the organisation might be linked to feelings of emotional attachment. Meyer et al. (2002) suggested that employees could develop a sense of obligation to their employer when they receive benefits that create feelings of reciprocity. As such they suggested that positive experiences that contribute to strong affective commitment might also create feelings of obligation to reciprocate thus leading to normative commitment.

Although there is a natural link between normative and affective commitment, Meyer et al. (2002) suggested that the difference between affective and normative commitment was a desire to act through emotional attachments versus a sense of obligation to act through normative behaviour. They felt that it is possible for someone to act out of a sense of obligation without necessarily having the desire to do so, and as such, did not feel that normative commitment was a redundant construct.

In the same way that the relational and collective self represent aspects of the interdependent self, it could be argued that both affective and normative commitment to an organisation involves elements of interdependence with others. Affective commitment may reflect emotional attachment to specific others in the organisation (relational) while normative commitment is likely to reflect in-group behaviour around norms considered by the group as important (collective). In this sense, the overlap between affective and normative commitment is similar to the overlap between the interdependent relational and collective self-aspects. Just as separating the relational and collective self within the interdependent self-construal provides a more meaningful interpretation of the self, so too does the separation of affective and normative commitment appear to provide meaningful insights into the relational and collective
attachment a person is likely to have towards their organisation. On the other hand, continuance commitment appears to reflect a sense of independence from others as it involves the individual assessing their own needs first in determining their level of commitment towards the organisation.

Although a degree of shared variability has been observed between affective continuance and normative commitment (Allen & Meyer, 1990; Meyer et al., 2002; McGee & Ford, 1987) there is significant research to suggest that the three-component conceptualization of organisational commitment is a valid model. Factor analytic studies have consistently supported affective, continuance and normative commitment as relatively distinct constructs, while each have also been found to correlate differently with antecedents of commitment and on the job behaviour (Allen & Meyer, 1990; Cohen, 1996; Hackett et al., 1994; Irving et al., 1997; Ko, Price & Mueller, 1997; Meyer et al., 1993; Snape & Redman, 2003; Stinglhamber, Bentein, Vandenberghge, 2002).

2.2 Antecedents and correlates of organisational commitment

In examining the antecedents of affective commitment, Allen and Meyer (1990) found that individuals who felt comfortable in their work roles and competent in their jobs expressed greater affective commitment to their organisation. Allen and Meyer (1990) suggested that a person’s level of comfort in their work roles was best achieved through their perception of the organisation’s dependability, the receptiveness of management to their suggestions, cohesiveness with other employees within the organisation, the equitable treatment of staff, role and goal clarity. Meyer et al, (2002) in a recent Meta analysis found that affective commitment was positively correlated with job involvement, occupational commitment, and overall job satisfaction, which included coworker satisfaction and work satisfaction.

Allen and Meyer (1990) described continuance commitment as consisting of two components, the size and number of investments that the individual has made in the organisation and the perceived lack of alternatives outside of the organisation. Allen and Meyer (1990), drawing on the work of Becker (1960), suggested that employees who invest considerable time and energy developing job skills that are not easily transferred to other organisations are betting that their investment will pay off. The likelihood that an individual will stay is therefore directly related to the number and size of investments they have made in the organisation. Meyer and Allen (1991) suggested
that individuals could make conscious decisions that make it very difficult to leave the
organisation. If, for example, an individual decided to accept a job that required
specialized training, such a decision might make it very difficult for the individual to
leave. The lack of perceived employment alternatives outside of the organisation will
also increase the perceived costs of leaving the organisation and their continuance
commitment to stay. In short, individuals with strong continuance commitment stay
with the organisation because they need to. Allen and Meyer (1990) found in their
study that the antecedents of continuance commitment were transferability of the
person’s formal educational skills to other organisations, the extent to which their
pension would be affected if they left the organisation and their perception of how easy
it would be to find comparable or better employment elsewhere. In a later study, Meyer
et al. (2002) found that continuance commitment correlated positively with tenure (i.e.,
time invested) and negatively with transferability of work and education skills.

The third component of Allen and Meyer’s (1990) commitment model,
normative commitment, relates to the view that commitment reflects an individual’s
sense of responsibility to the organisation. According to Allen and Meyer (1990), a
person’s normative commitment is likely to be influenced by their family or cultural
socialization experiences prior to joining the organisation or their organisational
socialization experiences after joining the organisation. In this respect it could also be
argued that a person’s normative commitment is likely to be influenced by their
collective self-orientation. Ko et al. (1997) found support for the proposition that
normative commitment is based on a principle of exchange. When an individual gains a
reward from the organisation that goes beyond what is expected, he or she is likely to
feel obligated and as such, normatively committed. Ko et al. (1997) found that social
rewards such as supervisory support correlated with normative commitment. They also
found that organisational rewards such as promotional chances, job security, lack of job
hazards, and pay influenced normative commitment. In short a person’s normative
commitment towards their organisation is reflected in their loyalty towards it.

Values have also been found to reflect different types of organisational
commitment. Glazer et al. (2004) compared the different value structures identified in
Schwartz’s (1992) values survey with Allen and Meyer’s (1990) measures of affective
and continuance commitment across four cultures (Hungary, Italy, UK and USA). They
observed that openness to change values (hedonism, stimulation and self-direction)
were negatively correlated with affective commitment, while conservation values
(tradition, conformity and security) produced significant positive correlations with affective commitment in some countries (Hungary and Italy). Glazer et al. (2004) argued that values that separate a person from the group would lead to weaker emotional attachment to the organisation while conservation values that promote the desire to maintain relationships would influence emotional attachment (affective commitment) to organisations. As such, interdependent values that unified people in a group would lead to feelings of belongingness and a desire to maintain membership with the organisation.

Some support was found for the proposition that independent values such as openness to change (hedonism, stimulation and self-direction) and self-enhancement (power, achievement and hedonism) values were positively correlated to continuance commitment. Glazer et al. (2004) argued that self-enhancement values reflected a person’s desire to move more ahead in life by achieving power and social status suggesting that these people would prefer not to stay with an organisation that did not offer them the opportunity for growth and opportunity. When the need for achievement and power is not being met, yet job opportunities are limited, continuance commitment is likely to be high. Glazer et al. (2004) provide some support for the proposition that a person’s values are likely to influence the type of commitment they are likely to hold towards their organisation.

Glazer et al.’s (2004) study provides some support for the link between self-aspects, personal values and organisational commitment. It could be reasonably argued that employees with strong individual self-aspects are also likely to hold openness to change values that include such goals as personal gains, power and achievement as well as self-enhancing values that reflect a person’s desire to move forward in life through social status and power. Employees with strong individual self-aspects that hold self-enhancing and open to change values are likely to base their commitment to their organisation on costs and benefits to them as individuals; that is, through continuance commitment.

Glazer et al. (2004) found positive and significant correlations with affective commitment and two values identified by Schwartz (1992), conservation and self-transcendence values. Self-transcendence values include such goals as understanding, tolerance and preservation and enhancement of the welfare of in-group members, whereas conservation values include such goals as respect, commitment and acceptance of customs and ideas. It could also be argued that employees with strong relational self-
aspects are likely to hold self-transcendence values that focus on the welfare of ingroup members, whereas employees with strong collective self-aspects are likely to hold conservation values that focus on tradition, conformity and security. Glazer et al. (2004) did not incorporate normative commitment in their study of the influence of values on organisational commitment. Due to the strong correlation that has previously been observed between affective and normative commitment (Allen & Meyer, 1990; Herscovitch & Meyer, 2002; Meyer et al., 2002; McGee & Ford, 1987) it would be reasonable to expect that conservation values would most likely correlate positively with normative commitment. Subsequently, it could be argued that employees with strong collective self-aspects who hold conservation values are likely to be normatively committed to their organisation, while employees with strong relational self-aspects that hold self-transcendence values are likely to be affectively committed to their organisation.

2.2.1 Workplace relationships and organisational commitment

The link between workplace relationship satisfaction and types of organisational commitment has also been examined. Mathieu and Zajac (1990) in their meta analysis found support for the proposition that the quality of communication between managers and employees and the level of participatory leadership directly influenced employee commitment levels. They suggested that supervisors who provided accurate and timely communication created the kind of work environment that was likely to increase employees’ commitment to the organisation. Kacmar and Carlson (1999) also observed that the quality of exchange between supervisors and their subordinates directly influenced subordinate’s feelings of commitment towards their organisation. They suggested that the better the relationship between supervisors and their staff the more committed they were likely to be towards the organisation. Meyer et al. (2002) in a more recent meta analytic review found that satisfaction with supervisors was positively associated with affective commitment.

The role of workplace relationships appears to play a significant role in developing an employee’s attachment towards his or her organisation. Kram (1988) suggested that peer relationships play a significant role in supporting a person within an organisation. They provide confirmation to each other through the sharing of perceptions, values and beliefs, emotional support through periods of transition and stress, feedback on performance issues and friendship which often extend the
boundaries of the relationship beyond work. Kram (1988) suggested that peer relationships could be informational, collegial or special. Informational peer relationships are primarily based on the exchange of information about the work itself and the organisation and tend to be more task focused and consisting of infrequent contact. Collegial peer relationships consist of more frequent information sharing that includes more self-disclosure about work and family. Such relationships offer emotional support, feedback and confirmation. Special peer relationships represent highly intimate peer relationships that are characterised by greater self-disclosure and freedom of expression. Kram (1988) suggested that although special peer relationships can take a long time to form, they could provide comfort, security and a sense of belongingness on the job. Kram (1988) also suggested that the development of these relationships could be influenced by a person’s needs and attitudes, their interpersonal skills and the characteristics of the organisation itself. Huang (2004) suggested that a positive relationship with coworkers who possess positive attitudes towards the organisation was likely to enhance an employees’ organisational commitment. In such situations employees are likely to be socialized by the group to act in a committed manner towards the organisation.

A number of studies have found positive significant relationships between satisfactory colleague relationships and organisational commitment. Meyer et al. (2002) observed that satisfaction with co-workers produced significant positive correlations with interdependent affective and normative commitment, and significantly and negatively with independent continuance commitment. Heffner and Rentsch (2001) also found that social interaction in the workplace leads to organisational commitment. Specifically they found that positive social interactions with immediate workgroups lead to affective commitment to that group. As new members join a working group, they are socialized by and interact with their immediate team members leading to emotional attachment to that group. Heffner and Rentsch (2001) observed a stepping stone process of commitment that a person experiences between their workgroup, their department and finally their organisation. They found that positive working relationships between workgroups and the department leads to greater affective commitment to the department and positive working relationships between the department and the rest of the organisation leads to affective commitment to the organisation itself. Heffner and Rentsch (2001) suggested that good working
relationships within a person’s immediate work group are required before emotional attachment to the organisation itself can develop.

Cross cultural support has been found for the importance of satisfactory workplace relationships with both managers and colleagues in predicting organisational commitment. Andolsek and Stebe (2004) in examining work values and their influence on organisational commitment from a multinational perspective found that satisfactory workplace relationships with both colleagues and managers was a significant predictor of affective and continuance commitment across six international samples (West Germany, East Germany, Great Britain, USA, Hungary, Slovenia and Japan). This result suggested that satisfactory workplace relationships are universally important in influencing employees’ emotional attachment or affective commitment towards their organisation. In addition, satisfactory relationships also appear to influence employees’ continuance commitment as an important consideration to be taken into account when weighing up the costs associated with leaving the organisation and seeking alternative employment.

### 2.2.2 Job aspects and organisational commitment

Job complexity, variety and job challenge have been found to predict job satisfaction and affective and continuance commitment. Mathieu and Zajac (1990) suggested that individuals would become committed to an organisation if the organisation is perceived to provide the opportunity for growth and achievement. Mathieu and Zajac (1990) also observed positive correlations between job autonomy and job challenge and suggested that for employees with high personal growth needs, challenging jobs should produce higher levels of organisational commitment. In general, Mathieu and Zajac (1990) suggested that jobs that are perceived to be more complex and enriched would yield higher commitment levels to the organisation. Allen and Meyer (1990) found that job challenge, role and goal clarity and goal difficulty produced moderately strong correlations (between .35 to .63) with affective commitment, suggesting that a relationship may well exist between the degree of job challenge a person experiences in their work and their level of emotional attachment they have towards their organisation.

In a recent study involving call centre agents, Grebner, Semmer, Faso, Gut, Kalin and Elfering (2003) found that job complexity and variety that allowed the utilization of a person’s skills, knowledge and ability and that promoted learning had a
positive effect on well-being and job related attitudes. Specifically they found that job complexity, variety and job control correlated positively and significantly with both job satisfaction and affective commitment.

Although job satisfaction has been linked to affective commitment, a number of studies have also linked job satisfaction with continuance commitment (Andolsek & Stebe, 2004; Wasti, 2003). Andolsek and Stebe (2004) examined the influence that different dimensions of work quality had on organisational commitment. They suggested that the quality of work subjectively experienced by employees was composed of three distinct dimensions. The first related to the perception of how well employees felt that they were paid in their jobs and the perceived opportunity for job advancement. The second related to how interesting they perceived their work to be and the degree to which they worked independently, and the third related to the degree to which employees felt that their work helped people and was useful to society. Using data collected from employees from West Germany, East Germany, Japan, Hungary, Slovenia, the UK and the USA they found that the materialistic dimension of job quality which related to the perception that the job was highly paid and there were opportunities for job advancement, proved to be a universal predictor of continuance commitment. In addition, they observed that autonomy in work was a significant predictor of continuance commitment in individualistic cultures (West Germany and Great Britain), while the perception that work was perceived to help people and was useful in society was a significant predictor of continuance commitment in both individual (Great Britain and USA) and collective (Hungary and Japan) societies. Andolsek and Stebe (2004) argued that these dimensions of the quality of work were important elements for employees from these countries when calculating the advantages that their employment brought in comparison to the available alternatives on the labour market.

Continuance commitment has been specifically linked to intrinsic job motivation. Huang (2004) examined the influence of job satisfaction amongst Taiwanese academics on their level of organisational commitment. Huang (2004) used Hertzberg’s (1964) two-factor theory to assess respondent’s level of job satisfaction. This model suggested that satisfaction gained in the job consisted of intrinsic and extrinsic factors. Extrinsic motivators or hygiene factors includes such things as salary, status, security, interpersonal relationships, supervision and working conditions. Intrinsic motivators related to the extent the job provided personal growth and included such things as achievement, recognition for achievement, personal responsibility and
autonomy in the work and the opportunity for advancement. Huang (2004) found that when job satisfaction was regressed against Meyer and Allen’s (1991) three part model of organisational commitment, continuance commitment was significantly predicted by intrinsic job satisfaction. This result suggested that satisfaction gained in a job that provides the opportunity for personal growth through achievement, influences an employee’s continuance commitment by contributing to the benefits associated with staying with the organisation as well as the costs associated with leaving it.

2.2.3 Satisfaction with the organisation and organisational commitment

A number of studies have examined the impact of a person’s satisfaction with the organisation on their commitment to the organisation. O’Reilly and Chatman (1986) argued that as employees begin their employment with an organisation their commitment is likely to be based on compliance for the purpose of extrinsic rewards. However over time the person is likely to value the goals of the organisation and begin to internalise the organisation’s values with their own and begin to strongly identify with the organisation. A number of studies have linked congruence between the values of the individual and the organisation they work for with organisational commitment (Cook & Wall, 1980; Kacmar, & Carlson 1999; Vandenberg & Lance, 1992). O’Reilly and Chatman (1989) found that the identification with an organisation and the internalisation of its values was significantly related to extra role behaviour and intent to stay with the organisation. Chatman (1991) observed similar outcomes relating to the congruence between individual and the organisational values. He examined the role of person-organisational fit, defined as the congruence between the work values of the employee and the dominant values of the organisation, job satisfaction and the intent to stay with the organisation. In this study it was found that individuals with high person-organisation fit (congruent work values) adjusted to the organisation more quickly, were more satisfied and intended to stay with the organisation longer than with those who scored lower in their person-organisation fit.

Satisfaction with the organisation has also been linked to the level of support that the organisation provides its employees. Eisenberger, Huntington, Hutchison and Sowa (1986) suggested that employees develop a global belief about the extent to which they believe that their organisation values their contributions and cares about their well-being. An organisation’s perceived support towards its employees can be assessed by the level of pay a person receives, their position within the organisation, the quality of
work they undertake and the level of influence a person might have over the organisation’s policies. In their study Eisenberger et al. (1986) found that perceived organisational support (POS) produced an exchange ideology, which was a belief on the employees’ part that increased effort would lead to greater rewards from the organisation. Eisenberger et al. (1986) also argued that POS would increase a person’s affective commitment to their organisation. This was supported by a study conducted by O’Driscoll and Randall (1999). Using only two forms of commitment in their study, they observed a significant positive relationship between affective commitment and POS, and a significant negative relationship between POS and continuance commitment. This suggested that as a person’s perception that the organisation cares about them increases so does their emotional attachment to it. Similarly, as a person perceives that the organisation does not value their contribution they are likely to form a commitment towards the organisation that is based on costs and benefits.

Studies exploring the relationship between satisfaction with the organisation itself and normative commitment have been limited. Vandenberghe and Peiro (1999) in their study found that perceived organisational support significantly predicted normative commitment. They suggested that when an organisation’s culture is dominated by support values, it is likely to instill in employees a felt obligation to reciprocate through loyalty. Normative commitment has been associated with feelings of loyalty towards the organisation and a sense of obligation to stay. This sense of obligation emerges as the result of a reciprocal relationship between the employee and the organisation where investments in the individual on the part of the organisation may engender a sense of obligation to stay with the organisation and repay the debt (Meyer & Allen, 1991).

Meyer and Allen (1991) argued that the concept of reciprocity, which forms the basis of POS, might influence both normative and affective commitment via different motives. Affective commitment may arise from the motivation to contribute to the organisation’s well-being in order to maintain a mutually beneficial association, while normative commitment may arise from the motivation to do the right thing. Meyer and Allen (1991) suggested that part of the difficulty in making the distinction between the reciprocity of desire and the reciprocity of obligation is tied up with the difficulty in separating affective and normative commitment. The significant positive correlations that have been observed between affective and normative commitment in previous studies (Allen & Meyer, 1990; Herscovitch & Meyer, 2002; Hackett et al., 1994; Meyer et al., 1993) suggest that while satisfaction with the organisation is likely to predict a
person’s affective commitment to the organisation, it is also likely to predict a degree of normative commitment. Current research suggests that as satisfaction towards the organisation increases so does a person’s level of commitment. The degree to which an individual is likely to experience normative commitment may well be influenced by individual differences. For example, if a person has a collective self-orientation he or she is likely to view the organisation’s support as forming part of a reciprocal relationship that they have entered into that requires their loyalty in return. The longer a person with a strong collective orientation stays with their organisation, the stronger this reciprocal relationship is likely to be. As the perceived organisational support continues to grow for the employee with strong collective self-aspects, the stronger their normative commitment is likely to become.

Another aspect that has been linked to satisfaction with the organisation is the perception of justice and fairness within an organisation. Organisational justice has been described as consisting of two components, distributive and procedural (Colquitt, Conlon, Wesson, Porter & Ng, 2001; Lee & Farh, 1999; Cohen-Charash & Spector, 2001; Sweeney & McFarlin, 1997; Tata, 2000). Procedural justice refers to the means or procedures an organisation uses to determine outcomes such as rewards, disputes, and promotions. As such, procedural justice relates to the perceptions of fairness of the organisation’s policies and procedures. Distributive justice tends to be associated with satisfaction with or fairness of the outcomes when these policy and procedures are enacted. Much of the research on distributive justice is based on the earlier work of Adams (1965) who suggested that perceptions of fairness of any decision or action taken were based on equity. That is, people will tend to compare their contributions or inputs with the outcome and then compare that same ratio with a comparison other. For example, a decision to promote one person over another might be perceived as unfair if the successful candidate was seen not to have the education and experience of the unsuccessful candidate.

A number of studies have linked procedural and distributive justice to organisational commitment (Lee & Farh, 1999; Ramamoorthy & Flood, 2004; Cohen-Charash & Spector, 2001; Sweeney & McFarlin, 1997). Ramamoorthy and Flood (2004) found a strong link between distributive justice and normative commitment. They observed that having the ability to voice personal concerns and have them resolved influenced an employee’s sense of moral obligation towards their organisation. Cohen-Charash and Spector (2001) on the other hand, using a meta analysis, found that
normative commitment was strongly related to procedural justice suggesting that fair procedures were likely to lead people to feel obligated to the organisation. These studies provide support for the proposition that perceptions of both procedural and distributive justice are likely to influence employee’s feelings of satisfaction towards the organisation and their sense of loyalty and obligation towards it.

2.3 Summary

In this chapter the relationship between three sources of workplace satisfaction (workplace relationships, job and the organisation) and three types of organisational commitment (affective, normative and continuance) were examined. A number of studies have supported a link between satisfactory workplace relationships with both colleagues and managers to affective commitment. This suggests that the emotional attachment an employee is likely to feel towards their organisation appears to be linked to their day to day workplace experiences with those they work most closely with. The more satisfying the relationships, the more affectively committed to the organisation employees are likely to be.

A number of studies also found a direct link between job satisfaction and affective commitment, suggesting that the level of satisfaction that employees gain in their jobs also directly influences their emotional attachment in to their organisation. Individualistic job values such as high income, opportunities for advancement and the level of autonomy experienced in the job have been found to be significant predictors of continuance commitment. Satisfaction gained in utilitarian aspects of the job such as the perception that one’s job helps people or is beneficial to society has also been found to predict continuance commitment. As such, these aspects of job satisfaction have been found to be important considerations for employees when calculating the costs associated with leaving and the benefits associated with staying with their organisation.

Satisfaction with the organisation itself has also been found to be a significant predictor of normative commitment. In this chapter, three aspects of satisfaction with the organisation were reviewed, the congruence between an employees’ personal values and those of the organisation (person-organisational fit) perceived organisational support (POS), and perceptions of procedural and distributive justice. A number of studies supported the view that as congruence between a person’s values and those of the organisation increase so too does a person’s feelings of commitment towards the organisation. Perceived organisational support, which reflects a person’s perception
that the organisation cares about him or her has been linked to feelings of loyalty
towards the organisation while perceptions of procedural and distributive justice have
also been linked to normative commitment.

The studies reviewed in this chapter suggest that the three sources of workplace
satisfaction (workplace relationships, the job and the organisation) directly influence
different types of commitment a person is likely to experience towards their
organisation. When the research on self-aspects, workplace satisfaction and
organisational commitment are taken together, a model emerges that starts to link a
person and their values with their workplace experiences and their feelings of
commitment towards their organisation. When a person perceives that what they value
is supported or valued by the organisation that they work for, then this is likely to
influence their commitment towards the organisation. Previous research has suggested
that different self-aspects (relational, individual and collective) will guide one’s values
for different workplace experiences; specifically relationships, job challenge and the
organisation. Each of these workplace experiences has also been found to predict or
correlate with different levels of organisational commitment. It would therefore be
reasonable to argue that when congruence occurs between what is valued (via self-
aspects) and what is experienced in the workplace, subsequent satisfaction will lead to
organisational commitment.

In the next section I will explore the relationship between each of the different
self-aspects, sources of workplace satisfaction and organisational commitment to
present an integrated model. Specifically I will argue that for employees with strong
relational self-aspects, satisfaction gained in workplace relationships will influence their
affective commitment. For employees with strong individual self-aspects, satisfaction
 gained in the work itself will influence their continuance commitment, while employees
with strong collective self-aspects, the satisfaction they achieve from the organisation
itself will influence their normative commitment.
Chapter 3

The relationship between self-aspects, sources of workplace satisfaction and organisational commitment: Developing an integrated model

3.1 An integrated model linking types of self-aspects and sources of workplace satisfaction with types of organisational commitment

Meyer et al. (1993) suggested that employees whose experiences within the organisation are such that their basic needs and expectations are satisfied are likely to develop a stronger attachment to the organisation than those who have less satisfying experiences. Meyer and Allen (1991) suggested that the desire to maintain membership in an organisation is often the result of work experiences through which one’s needs or values are satisfied. However, they indicated that it was not clear which values and needs lead to commitment. Rather than suggesting that there are a universal set of needs and values that lead to commitment, Meyer and Allen (1991) felt that these needs might in fact vary according to personality differences that employees bring to the workplace. From this argument it could reasonably be proposed that employees with varying self-aspects (relational, individual and collective) are likely to value and seek out different sources of workplace satisfaction. When congruence occurs between self-aspects and sources of workplace satisfaction, we can surmise that this might lead to different types of organisational commitment.

To some extent Wasti (2003) examined the relationship between self-aspects, sources of workplace satisfaction and organisational commitment. He was interested in understanding if cultural values of individualism and collectivism that were measured at the individual level (idiocentrism and allocentrism) would influence the antecedents of organisational commitment. Specifically, he explored whether people with individualist/idiocentric and collectivist/allocentric values were motivated by different aspects of the job and whether satisfaction in these aspects influenced different levels of organisational commitment. Based on previous research (Hofstede, 1980; Palich, Hom & Griffeth, 1995; Pelled & Xin, 1997) suggesting that collective types are likely to maintain group relationships, Wasti (2003) hypothesised that for employees with strong collectivist values, satisfaction with workplace relationships with colleagues and supervisors would be a stronger predictor of their affective and normative commitment.
than satisfaction with the work itself, pay and promotional opportunities. For employees that held strong individualists values, he hypothesised that their continuance commitment to the organisation would be more strongly influenced by the work itself, pay and promotional opportunities than by workplace relationship.

Wasti (2003) analysed the results from 914 surveys from 46 different organisations located in Turkey. Respondents completed the Meyer et al. (1993) organisational commitment scale, a job satisfaction scale (JDI; Smith, Kendall, & Hulin, 1969) and the individualism-collectivism scale (INDCOL; Singelis, Triandis, Bhawuk, & Gelfand, 1995). Consistent with expectation, Wasti (2003) found that satisfaction with the work itself was the primary determinant of affective, normative and continuance commitment for those employees with strong individualist values. Also consistent with expectations, he found that for those with a strong individual orientation, their emotional attachment to the organisation (affective commitment) was influenced by their satisfaction with the work, pay and promotional opportunities. However satisfaction with the job content was the sole predictor of continuance commitment for those with strong individual orientation. What this suggested was that for these employees, the satisfaction gained in the job itself was a major determinant in assessing the perceived costs of quitting the organisation.

For employees with a strong collectivist self-orientation, consistent with expectations, satisfaction with their supervisor was found to be a significant predictor of all three types of commitment (affective, normative and continuance). Contrary to expectations, Wasti (2003) found that for those with a collective self-orientation, satisfaction with colleagues was not found to be a significant predictor of any of the types of organisational commitment. He argued that although satisfactory relationships with coworkers are a desirable aspect of the work environment, they are less important for those with a collective self-orientation than the role a supervisor plays. The role of the supervisor appeared to influence the affective and normative commitment of those with a collective self-orientation. Satisfaction with supervisor was also a significant predictor of continuance commitment for those with a collective self-orientation. Wasti (2003) suggested that building a strong relationship with supervisors was a significant investment in time that is likely to be considered as part of the cost/benefit ratio when considering staying or leaving the organisation. Contrary to expectation, job satisfaction was a significant predictor of affective and normative commitment for those
with a collective self-orientation. This suggested that job satisfaction was an important
determinant of organisational commitment for both individualists and collectivists.

Perhaps the most interesting observation from this study was that satisfaction
with colleague relationships did not prove to be a significant predictor of organisational
commitment for those with a collective self-orientation. Wasti (2003) failed to provide
a plausible explanation for this result. One possible explanation may relate to the
inadequacy of the scale used to measure collectivism to differentiate between a person’s
interdependence with their group and specific colleague relationships. Recent
expansion of models of self from older two-part individual- collective or independent-
interdependent models (Hofstede, 1980; Markus and Kitayama, 1991) to recent three-
part relational, individual and collective models (Brewer & Gardiner, 1996; Kashima &
Hardie, 2000) suggest that an employee’s degree of self-orientation towards
interpersonal relationships should be distinguished from group relationships. It could
be argued that employees with strong relational self-aspects would value satisfactory
relationships with colleagues, while those with strong collective self-aspects would
value being part of the group or organisation. Furthermore, it could be argued that
those with strong relational self-aspects who do gain satisfactory workplace
relationships with colleagues are likely to be affectively committed to their
organisation, while those with strong collective self-aspects who gain satisfaction with
being part of their organisation are likely to feel normatively committed.

Beyond Wasti’s (2003) research in connecting two self-aspects (allocentric and
idiocentric) to Meyer and Allen’s (1991) three-part model of organisational
commitment, no research to my knowledge has extended this line of thinking.
Specifically, no research has yet explored the link between the three-part model of
relational, individual and collective self-aspects (Brewer & Gardiner, 1996; Kashima &
Hardie, 2000; Sedikides & Brewer, 2001) with sources of workplace satisfaction and
Meyer and Allen’s types of organisational commitment. In the next section I present an
integrated model that links the three self-aspects to three different sources of workplace
satisfaction and three types of organisational commitment.

3.2 Self-aspects, workplace experiences and organisational commitment

It has been suggested that the strength of a self-aspect contributes to what a
person is likely to value, which, in turn, directly influences a person’s behaviour
(Brewer & Roccas, 2001). Those who have a strong relational self-aspect are likely to
value close interpersonal relationships, those with strong individual self-aspect are likely to value activities that enable them to individuate themselves from others, while those with a predominant collective self-aspect are likely value activities that support or reinforce their group. This value guided behaviour is also likely to influence levels of satisfaction. For example, an employee with strong relational self-aspects is likely to place high importance on building and maintaining close relationships with colleagues in the workplace. As employees with strong relational self-aspects become more proactive in building workplace relationships, they are likely to receive favourable reciprocal responses from their colleagues. These reciprocal responses are in turn likely to influence their satisfaction levels with colleague relationships. Similarly, employees with strong individual self-aspects who value workplace experiences that enable them to individuate from others, are likely to be proactive in seeking opportunities for achievement, job autonomy and career advancement. In most organisations, such employee initiative is often encouraged and rewarded. As this proactive behaviour is rewarded by organisations, job satisfaction levels are likely to increase for those employees with strong individual self-aspects. Employees with strong collective self-aspects who value and support their work group are likely to engage in group serving behaviours that reinforce this aspect of self. The more group focused they become the more satisfaction they are likely to gain from these activities.

Satisfaction with workplace relationships, challenging work and the organisation itself represent three distinct sources of workplace satisfaction that are likely to be guided by the strength of an employee’s self-aspects. Each of these sources of workplace satisfaction has also been found to influence an employee’s commitment towards their organisation. Research has suggested that when an employee’s workplace experiences are congruent with what they value, they are likely to report greater levels of organisational commitment (Chatman, 1991; Finegan, 2000; Kalliath, Bluedorn & Strube, 1999; Slocombe & Bluedorn, 1999).

The preferred workplace experiences that are guided by self-aspects have also been identified as sources of workplace satisfaction. Satisfaction with workplace relationships, challenging work and the organisation itself, have all been found to influence an employee’s commitment towards the organisation. It would therefore be reasonable to suggest that relational self-aspects would guide a value for close interpersonal relationships with colleagues, individual self-aspects would guide values for the job itself, while collective self-aspects would guide values for the organisation as
a whole. Research has suggested that when an employee’s workplace experiences are congruent with what they value, they are likely to report greater levels of organisational commitment (Chatman, 1991; Finegan, 2000; Kalliath, Bluedorn & Strube, 1999; Slocombe & Bluedorn, 1999).

Meyer and Allen’s (1991) three-part model of organisational commitment, with affective, normative and continuance dimensions has been linked to the three types of workplace satisfaction that are central to this study, workplace relationships, the organisation and the job itself. Satisfaction with workplace relationships has been linked to affective commitment, satisfaction with the job has been linked to continuance commitment, while satisfaction with the organisation itself has been linked to normative commitment (Heffner & Rentsch, 2001; Meyer & Allen, 1991; Wasti, 2003).

To date, the links between these three separate factors, self-aspects, aspects of workplace satisfaction and types of organisational commitment have not been studied. The purpose of this thesis is to explore the extent to which these three domains are interrelated. It is expected that the strength of the three self-aspects will most strongly relate to corresponding sources of workplace satisfaction and types of organisational commitment. Specifically it is expected that the strength of an employee’s relational self-aspects will predict increases in their satisfaction with workplace relationships with colleagues and direct manager or supervisor. Taken together, it is then expected that the strength of an employees’ relational self-aspects and their workplace satisfaction will in turn predict their affective commitment to the organisation.

It is further predicted that the strength of an employee’s collective self-aspects will predict increases in their satisfaction with the organisation. It is also expected that the strength of an employees’ collective self-aspects and the strength of their satisfaction with the organisation will predict significant increases in their normative commitment towards the organisation.

Finally it is anticipated that the strength of an employee’s individual self-aspects will predict increases in their satisfaction with the job. Subsequently, it is expected that the strength of an employee’s individual self-aspects together with the strength of their job satisfaction will predict significant increases in their continuance commitment.

Figure 1 provides a conceptual model of the expected relationships between the three domains of self-aspects, workplace satisfaction and organisational commitment. Study 1 will test the integrated self, satisfaction and commitment model (SSC) by
examining relationships between the three self-aspects with the three sources of workplace satisfaction and the three levels of organisational commitment.

Gender has also been found to influence self-aspects, with research suggesting that females are likely to have a more prominent relational self than males, while males are likely to have a more prominent collective self than females (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995). Since previous research has suggested that gender influences self-aspects, Study 2 will focus on the relationship between gender, sources of workplace satisfaction and organisational commitment.

By using a self-aspects scale specifically designed to measure self-aspects within a work context, it is expected that a stronger relationship will emerge between work-specific self-aspects, sources of workplace satisfaction and organisational commitment. Study 3 will therefore replicate and extend Study 1 by introducing a newly developed work-specific self-aspects scale and exploring the relationship between work related self-aspects, sources of workplace satisfaction, organisational commitment and gender.
<table>
<thead>
<tr>
<th>Domains</th>
<th>Self Aspects</th>
<th>Work experiences congruent with personal values</th>
<th>Sources of workplace satisfaction</th>
<th>Type of organisational commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>R-Self</td>
<td>Having good interpersonal relationships with managers and colleagues, having a strong network of friends, having someone to talk things over with.</td>
<td>Satisfaction with Workplace Relationships</td>
<td>Affective Commitment</td>
</tr>
<tr>
<td>I</td>
<td>I-Self</td>
<td>Challenging work, given personal responsibility for job tasks, opportunity for advancement, performing tasks that make good use of abilities</td>
<td>Satisfaction with the Job</td>
<td>Continuance Commitment</td>
</tr>
<tr>
<td>C</td>
<td>C-Self</td>
<td>Pride in the organisation’s products and services, similarity of personal and organisational values, feelings of loyalty to the organisation</td>
<td>Satisfaction with the Organisation</td>
<td>Normative Commitment</td>
</tr>
</tbody>
</table>

Figure 3.1  A conceptual model of RIC self-congruent values, sources of workplace satisfaction and corresponding types of organisational commitment.
Part Two
Empirical Studies
Chapter 4

Study 1

4.1 Self-aspects, sources of workplace satisfaction and organisational commitment

This study examined the relationship between self-aspects, sources of workplace satisfaction and organisational commitment in a sample of employees working within a large aged care facility. The purpose of Study 1 was to firstly examine the relationship between self-aspects and sources of workplace satisfaction and then the relationship between sources of workplace satisfaction and organisational commitment. In the first part of this study the theoretical relational, individual, collective (RIC) model of self was used to measure three self aspects; the relational self, the individual self and the collective self. Three sources of workplace satisfaction, relational, individual and collective were then measured. The relational source of workplace satisfaction consisted of two separate elements, satisfaction with colleague relationships and satisfaction with manager relationships. The individual source of workplace satisfaction related to the job itself. This measure of job satisfaction focused on intrinsic factors such as gaining a sense of accomplishment, taking pride in the job and the opportunity to engage in personally gratifying work. The collective source of workplace satisfaction consisted of two separate elements, satisfaction with the organisation itself and satisfaction with the senior management of the organisation. It was felt that although the performance of the senior management team and the organisation are closely linked, employees could hold very separate feelings of satisfaction towards either entity. An employee could possibly hold feelings of satisfaction about the organisation’s products and services and its policies and values yet feel less satisfied by the performance of its senior management team. The opposite is true too in as much as an employee might not feel satisfied with what the organisation stands for but still express high levels of satisfaction towards the performance of the senior management team.

4.3 Research aims and hypotheses

The overall aim of this study was to identify the links between self-aspects, sources of workplace satisfaction and organisational commitment. Specifically, the link between
Relational, individual and collective self-aspects and relational, individual and collective sources of workplace satisfaction will be examined. Then the link between relational, individual and collective sources of workplace satisfaction and affective, continuance and normative commitment will be explored.

In examining the relationship between self-aspects and sources of workplace satisfaction, it was anticipated that strong relational self-aspects would predict significant increases in relational sources of workplace satisfaction with colleagues and manager. It was also anticipated that strong individual self-aspects would predict personal job satisfaction, while strong collective self-aspects would predict satisfaction with the organisation and senior management.

Finally, organisational commitment was measured using three types of commitment; affective, continuance and normative. Although it was anticipated that affective, continuance and normative commitment were likely to be linked to the relational, individual and collective self-aspects, the focus of study 1 was to first establish the relationship between each of the three sources of workplace satisfaction and the three types of organisational commitment. As such, it was expected that satisfaction with colleagues and manager relationships would predict affective commitment, job satisfaction would predict continuance commitment, while satisfaction with the organisation and senior management would predict normative commitment.

4.2.1 The relationship between self-aspects and sources of workplace satisfaction

It was expected that employees with strong relational self-aspects would value and seek out satisfactory workplace relationships with work colleagues and their direct manager or supervisor. Brewer and Gardner (1996) suggested that the relational self was derived from relationships with significant others and is motivated to work towards the benefit of others with whom they have formed interpersonal relationships. Within a work context it could be argued that employees with strong relational self-aspects would value relational sources of satisfaction with colleagues who they perceive really cared, could talk things over with and that they could depend on for help. In a similar manner, it would be expected that employees with strong relational self-aspects would also value a manager who is emotionally supportive, cares for his or her people and
who trusts their staff. Such a manager is likely to create a work environment that encourages and supports social interaction as an important part of getting the job done. As such it would be expected that employees with strongly developed relational self-aspects would find satisfaction in their relationships with their colleagues as well as their direct manager. Thus, it was hypothesised that when the set of three self-aspects was used to predict satisfaction with workplace relationships, relational self-aspects would be a significant positive predictor of satisfaction with colleagues and manager relationships.

Previous research has suggested that individualists respond best when given individual responsibility, personal goals and individual training (Early & Gibson, 1998). Furthermore, research has supported the view that individualists are more achievement and job oriented than collectivists (Hui & Yee, 1999). It was proposed that employees with a strong individual self-aspect would value and be motivated to pursue aspects of the job that would promote feelings of competence enabling them to individuate from others through task achievement. Such aspects of the job that would encourage a sense of competence would be feelings of autonomy, accomplishment and personal satisfaction, challenging work, opportunities for training and development and career advancement. As such it was expected that individuals with strongly developed individual self-aspects would gain satisfaction in the job, particularly if the job provides opportunity to individuate from others through task achievement. Therefore it was hypothesised that when the set of three self-aspects was used to predict job satisfaction, individual self-aspects would be a significant positive predictor of job satisfaction.

In chapter 2 (see page 29) it was argued that satisfaction with the organisation is made up of a number of perceptions that include the degree of fit between an employee’s personal values and those of the organisation values and the level of support offered by the organisation. In addition, perceptions about the organisation’s products and services and it reputation in the community are all likely to contribute to the level of satisfaction that an employee will gain from their organisation.

It was anticipated that employees with strong collective self-aspects would respond positively to an organisation that reciprocated their loyalty through perceived organisational support, whose values were consisted with theirs and who felt that the
organisation held policies that were fair and reasonable and that it treated its staff ethically. Because senior management are often seen as heads of the organisation it is expected that employee’s with strong collective self-aspects are also likely to express support and satisfaction towards the senior management team. As such, it was expected that employees with strongly developed collective self-aspects were likely to express satisfaction towards the organisation as well as its senior management team. It was therefore hypothesised that when the set of three self-aspects was used to predict satisfaction with the organisation and satisfaction with senior management, collective self-aspects would be a significant positive predictor of both satisfaction variables.

4.2.2 The relationship between sources of workplace satisfaction and types organisational commitment

When a person experiences satisfactory relationships with both their direct manager or supervisor and their work colleagues, this should have a positive influence on how they view their organisation. The quality of communication between managers and employees has been found to directly influence the organisational commitment of employees (Andolsek and Stebe, 2004; Kacmar & Carlson 1999; Mathieu & Zajac, 1990). Meyer et al. (2002), has also observed that satisfaction with supervisors produced significant positive correlations with affective commitment. Positive social interactions between coworkers has also been found to influence employees’ perceptions of their work environment contributing directly to their affective commitment towards the organisation (Andolsek & Stebe, 2004; Heffner & Rentsch, 2001; Meyer et.al, 2002). It was therefore anticipated that satisfactory relationships with colleagues and direct manager would be a significant predictor of an employee’s affective commitment towards their organisation. Thus it was hypothesised that when satisfaction with colleague relationships and satisfaction with manager relationships was used to predict affective commitment, both satisfaction variables would be significant positive predictors of affective commitment.

The link between job satisfaction and organisational commitment has been widely supported (Allen & Meyer, 1990; Andolsek & Stebe, 2004, Maier & Brunstein, 2001; Mathieu & Zajac, 1990; Meyer & Allen, 1991; Meyer, et al., 1993; Meyer et al.,
Much of this research highlights the contribution of challenging work that makes good use of a person’s abilities, challenging goals that enable the individual to grow, job autonomy that encourages a sense of personal responsibility and promotional opportunities in the job as contributing to a person’s commitment to the organisation. There is also research that suggests that a relationship exists between job satisfaction and continuance commitment. Meyer and Allen (1991) suggested that anything that increased the cost associated with leaving an organisation could potentially influence a person’s continuance commitment. Meyer et al. (2002) further argued that continuance commitment had two sub-components; perceived sacrifice and lack of alternatives. Andolsek and Stebe (2004) found that in individualistic countries, job characteristics such as autonomy at work were important elements in calculating the loss associated with accessing alternatives on the labour market and were significant predictors of a person’s continuance commitment. It is therefore anticipated that if a person is able to gain personal competency in the job through job autonomy, job enjoyment and personal accomplishment, challenging work, training opportunities to learn new skills and the opportunity for advancement to higher-level jobs, that this will increase their perceived costs associated with leaving their organisation. It was therefore expected that such perceived costs relating to a person’s job competence would contribute to their level of continuance commitment towards their organisation. Therefore it was hypothesised that job satisfaction would be a significant positive predictor of continuance commitment.

When an employee develops a sense of pride in the organisation and what its stands for in the community, feels that their personal values and those of the organisation are congruent, perceives that the organisation’s policies are fair and reasonable and feels that they are treated ethically by the organisation, feelings of normative commitment are likely to occur. When we consider exactly who or what the organisation is, we normally look to its values and culture which are reflected in the policies and procedures it sets to guide the behaviour of its members. However policy, procedures, organisational direction and ultimately the organisation’s culture is strongly influenced by its senior management or executive team. An important part of understanding a person’s feelings toward the organisation that he or she is working for,
is understanding their feelings towards senior management. Senior management usually makes decisions that truly reflect the culture and values of the organisation. Perceptions of how fair the organisation is, is ultimately interpreted by the nature and quality of the decisions that are made by senior management. Similarly, perceptions of how the organisation’s values are operationalised are also interpreted by the nature and quality of senior management’s decisions. In order to properly assess an individual’s satisfaction with the organisation it would also be appropriate to explore their attitudes towards senior management. Because satisfaction with the organisation and satisfaction with senior management is likely to be highly correlated, it was anticipated that high levels of satisfaction with both would influence levels of normative commitment. Therefore it was hypothesised that when satisfaction with the organisation and satisfaction with senior management is used to predict normative commitment that both satisfaction variables would be significant positive predictors of normative commitment.

4.3 Participants

The respondents for Study 1 were employees and volunteers from a large Australian aged care facility. They were drawn from four geographically separate locations. A total of 151 people completed the survey, 131 females and 15 males completed the survey. Five respondents failed to indicate their gender. The ratio of male to female respondents was consistent with those employed by the organisation (640 females, 160 males). Twenty three percent of respondents were aged between 17-44 years, 64% were between 45-64 years, while 11% were 65 years and over. Thirty-one percent were educated to high school or less, 24% had some tertiary education, while 42% held a graduate degree or higher. Two percent of respondents held senior management positions, 7% were department managers, 64% were salary staff members and 24% were volunteers. Three percent failed to provide this level of demographic information. The average years of service for employees was 6 years.

Two percent of respondents were part of the organisation's executive or senior management team, 7% were line managers, 64% were staff members, while 24% were volunteers. Thirty five percent of respondents earned $25,000 or less per annum, 21%
earned $25,000 to $40,000 per annum while 18% earned between $40,000 and $60,000 per annum. Only two respondents earned in excess of $80,000 per annum. The ethnic background of respondents was primarily Anglo-Celtic (68%), with 14% European, 4.0% Asian, and the remainder a mix of other nationalities. Seven hundred and fifty surveys were distributed of which 151 were completed, representing a return rate of 21%.

4.4 Materials
A pilot study was conducted to pretest materials that were developed for the present study. Twenty-one nurses (5 males and 16 females) from a public hospital in Melbourne completed the pilot questionnaire. This was followed up with individual interviews to gain feedback on the efficacy of the items selected and the structure of the survey. A final 56-item survey consisting of 11 scales was then developed. Each scale was designed to assess respondent’s Ric 3 self-aspects, five sources of workplace satisfaction; relationship with colleagues and manager, the job, the organisation and senior management, and three types of organisational commitment, affective, continuance and normative. The construction of each of these scales is described in the following subsections.

4.4.1 Self Aspects
The RIC self-aspects scale, developed by Kashima and Hardie (2000), was used to measure the strength of 3 aspects of self. Each of the 3 aspects of self relate to how a person defines themselves in relation to others. The relational self reflects a connectedness to others through interpersonal relationships, the individual self reflects separateness and distinctness from others, while the collective self reflects connectedness to others through large groups or collectives. The scale contained 10 sets of questions based on hypothetical situations in specific contexts such as family, work group, non-work group. Each question provided 3 responses reflecting each of the self-orientations. It included such statements as ‘I think it is important in life to’ and ‘I think honor can be attained by’. Respondents were to consider each question and rate each of the 3 responses on a 7-point scale in terms of how true or
not true it was for them. The end points of this scale were labeled 1 ‘not like me, not true of me’ and 7 ‘like me, very true of me’.

4.4.2 Sources of workplace satisfaction

4.4.2.1 Satisfaction with colleague relationships

Seven items were designed to measure how satisfied respondents felt about their relationships with their work colleagues. This scale included such aspects as support and care gained from colleagues, having a positive atmosphere at work and having good interpersonal relationships. It included such statements as ‘Having a strong network of friends’ and ‘Working with people who seem to really care’. To ensure that respondents focused on colleague relationships, and not manager or supervisor relationships, these items were prefaced by the following statement ’when answering these questions consider your work colleagues but not your direct manager or supervisor’. A 7-point scale was used to measure these items where 1 was ‘Dissatisfied’ and 7 was ‘Satisfied’.

4.4.2.2 Satisfaction with manager relationships

Based on the feedback from the pilot study, four items were developed to measure the relationship that respondents had with their direct manager or supervisor. This was because a number of people interviewed said that although they might have difficulty with the ethics of the organisation and the behaviour of senior management, their attachment to their organisation was in part due to the relationship they had with their direct supervisor. This scale included such questions as ‘Working with a manager who trusts their staff’ and ‘Working with a manager who puts the interests of others before him or her self’. This scale was designed to measure aspects of the interpersonal relationship between the respondent and their direct manager or supervisor. This scale was prefaced with the following instructions ‘When answering these questions, consider your direct manager or supervisor’. A 7-point scale was used to measure these items where 1 was ‘Dissatisfied’ and 7 was ‘Satisfied’.
4.4.2.3 Satisfaction with the job

Nine items were developed to measure the satisfaction that respondents gained in different aspects of the job. The task related aspects of the job that were measured in this scale included control over job performance, personal satisfaction and accomplishment with the job, training opportunities, the opportunity for advancement and performing work that made good use of abilities. This scale included such statements as ‘Having personal control over job performance’ and ‘Gaining a sense of accomplishment from the work that I do’. These questions were prefaced with the following instructions, ‘The following questions look at different aspects of the job that you perform. For each question consider how satisfied you are currently with this aspect of your job’. A 7-point scale was used to measure these items where 1 was ‘Dissatisfied’ and 7 was ‘Satisfied’.

4.4.2.4 Satisfaction with the organisation

For the purposes of this Study, a 9-item satisfaction with the organisation scale was developed. The nine items used in this scale incorporated a number of indicators that were likely to reflect employee’s level of satisfaction towards their organisation. These included feelings of pride towards the organisation, its products and services, person-organisational fit between employee’s values and those of the organisation, perceptions of procedural and distributive justice within the organisation and feelings of loyalty towards the organisation. This scale included such statements as "I am proud of my organisation’s products and services,’ and ‘Since joining this organisation, my personal values and those of the organisation have become more similar’ Three items from O’Reilly and Chatman’s (1986) internalisation scale were incorporated into this scale to assess the similarity of respondents’ values to those of their organisation and 1 item from Mowday, Steers and Porter (1979) organisational commitment scale was used to measure respondents’ loyalty to their organisation. To ensure that respondents clearly understood the theme of the questions, the nine-item scale was prefaced with “The following questions are designed to assess your attitudes towards the organisation you are currently working for”. A 7-point scale was used to measure these items, where 1 represented strongly disagree and 7 was strongly agree.


4.4.2.5 Satisfaction with senior management

Because senior management usually set policy and direction for the whole organisation that will ultimately affect its members, it was felt that employees within the organisation would hold specific feeling towards this group. Four items were developed to measure satisfaction towards the senior management team and included such items as, “In our organisation Senior Managers treat their staff fairly” and “My personal values and the values and the Senior Management of this organisation are very similar”. These questions were prefaced with the following instructions, ‘When answering these questions focus on the senior management of this organisation’. A 7-point scale was used to measure these items, where 1 represented strongly disagree and 7 was strongly agree.

4.4.3 Types of organisational commitment

Allen and Meyer's (1990) organisational commitment scales (affective, continuance and normative) were used to assess respondent's levels of commitment to their organisation. Allen and Meyer (1990) developed eight items to measure each of the three types of commitment. For the present study, four items with the highest correlation coefficients reported by the authors were selected from each scale. All items selected from each of the three commitment scales were positively scored. The three scales included such items as ‘I feel emotionally attached to this organisation’ for affective commitment, ‘I feel that I have too few options to consider leaving this organisation’ for continuance commitment and ‘One of the reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain’ for normative commitment. The 12 items used to measure the three commitment scales were assessed on a 7-point rating scale where 1 was ‘strongly disagree’ and 7 was ‘strongly agree’.

4.5 Procedure

In accordance with the guidelines set out by the University Research Ethics committee, written permission was first gained from the participating organisation. Seven hundred and fifty surveys in reply paid envelopes addressed to the researcher
were forwarded to the Human Resource department of the organisation, which
distributed the surveys with employee pay slips. In addition, a number of surveys were
forwarded to the managers of different departments requesting that they distribute the
surveys to the unpaid volunteers working in their department. Respondents were
advised in the covering sheet that the survey was voluntary and that they could
withdraw from it at anytime. Provision was also made for respondents to access two
independent counselling services, should the survey raise sensitive issues that they
maybe experiencing with their current job. Details of these services were included on
the cover sheet of the survey. They were advised to complete the survey within two
weeks and return it directly to the researcher at the University in the attached reply the
paid envelope.

4.6 Results

4.6.1 Preliminary data analysis

Screening of the data revealed that a number of respondents either did not or
only partially completed the survey. Where a case had more than 25% of responses
missing, a decision was made to delete it from the data set. Eleven cases (7%) were
omitted under this rule. Where it was decided to keep the case, missing values were
replaced with the mean of the group. The responses from 140 cases were analysed.

All scales scores were computed by calculating the mean score for each set
of relevant items. The distribution of scores for each of the 16 scales was
assessed for shape and normality. An examination of each of the scales indicated
that they were positively skewed and leptokurtic. An examination of the
Lilliefors statistic indicated that, except for continuance commitment (k-s
(Lilliefors) .067, df = 140, > .200) and normative commitment (k-s (Lilliefors)
.054, df = 140, > .200), the scales were not normally distributed. Box plots were
used to identify outliers in each scale. All 26 outliers identified fell below the
mean scores, suggesting that they represented participants that disagreed with the
majority of respondents on these scales. Since every organisation will invariably
have individuals who hold negative attitudes towards the organisation, their
colleagues, managers and jobs, it was felt that these outliers represented
legitimate members of the population that should be not be deleted from the data set. All scales were transformed with log function value of 10. After analysing the results, only marginal differences were observed between the transformed scales and the untransformed scales. For ease of interpretability, a decision was made to present the results based on the untransformed data.

4.6.2 Sample descriptives

Table 1 shows the scale means, standard deviations, correlations and scale alphas for Study 1. Scale alphas ranged from .72 to .94 indicating acceptable internal reliability. Mean scores for each of the three self-aspects were also consistently high, indicating that participants had strongly defined self aspects. The mean scores for the scales measuring sources of workplace satisfaction were also high, suggesting that participants expressed high levels of satisfaction with their workplace. Means scores for organisational commitment indicated that affective commitment scores were high while continuance and normative commitment scores were moderate indicating that participants had strong feelings of emotional attachments towards their organisation.

Paired sample t-tests were conducted to explore within subject differences between mean scores for self-aspects, between sources of workplace satisfaction and between types of organisational commitment. Within this sample, employees had stronger relational self-aspects than individual (t (139) = 3.32, p < .01) or collective (t (139) = 9.21, p < .001) self-aspects. Employees were more satisfied with their organisation than they were with their senior management (t (139) 9.42, p < .001). They expressed equal levels of satisfaction with their work colleagues and their direct managers, but were more satisfied with their relationships with work colleagues than they were with their jobs (t (139) = 2.58, p < .05). However, they were equally satisfied with their jobs as they were with their relationship with their direct manager. Employees expressed greater levels of affective commitment towards their organisation than normative (t (139) = 11.02, p < .001) or continuance commitment (t (139) = 10.00, p < .001), however no differences were observed between their levels of normative or continuance commitment.
4.6.3 Relationship between scales

An examination of the correlations among the scales indicated a number of significant relationships (see Table 4.1). As expected, strong correlations were observed between satisfaction with colleagues, manager, the job, the organisation and senior management demonstrating some overlap among sources of workplace satisfaction.

Moderately significant correlations were observed between relational self-aspects and satisfaction with colleague and manager relationships and affective commitment. In line with expectation, this suggested that a positive relationship existed between an employee’s relational self-aspects and relational sources of workplace satisfaction. The moderate to strong significant correlation between satisfaction with colleague and manager relationships and affective commitment were also in line with expectation. This suggested that as satisfaction gained by employees in workplace relationships increased so did their emotional attachment to their organisation.

Contrary to expectation, no significant relationships were observed between individual self-aspects, job satisfaction and continuance commitment. However, when individual self-aspects were compared across the sources of workplace satisfaction, it correlates strongest with job satisfaction.

Consistent with expectations, strong to moderate significant correlations were observed between collective self-aspects and satisfaction with the organisation, and senior management, suggesting that a positive relationship existed between an employee’s collective self-aspects and their experiences with the collective, i.e., the organisation and its senior management. Also in line with expectation, a positive significant relationship existed between the collective sources of workplace satisfaction, i.e., the organisation and senior management, and normative commitment, suggesting that as employees’ feelings of satisfaction towards the organisation and its senior management increased so did their feelings of loyalty and obligation towards the organisation.
Table 4.1 Means, standard deviations, correlations and scale alphas for Study 1

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
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<td></td>
<td></td>
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<td></td>
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<td></td>
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</tr>
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<td>3.</td>
<td>JS</td>
<td>5.55</td>
<td>1.21</td>
<td>.47**</td>
<td>.55**</td>
<td>.93</td>
<td></td>
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<td></td>
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<td></td>
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<td>4.</td>
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<td>.71**</td>
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<td></td>
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</tr>
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<td>5.</td>
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<td>.45**</td>
<td>.52**</td>
<td>.63**</td>
<td>.66**</td>
<td>.95</td>
<td></td>
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<td>.50**</td>
<td>.45**</td>
<td>.49**</td>
<td>.94</td>
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<td>7.</td>
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<td>.20*</td>
<td>.84</td>
<td></td>
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<td>8.</td>
<td>NC</td>
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<td>.22**</td>
<td>.27**</td>
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<td>.42**</td>
<td>.56**</td>
<td>.86</td>
<td></td>
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<td>9.</td>
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<td>.16</td>
<td>.21*</td>
<td>.23**</td>
<td>.27**</td>
<td>.27**</td>
<td>.13</td>
<td>-.03</td>
<td>.08</td>
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<td>10.</td>
<td>I-Self</td>
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<td>.01</td>
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<td>.12</td>
<td>-.10</td>
<td>.01</td>
<td>.60**</td>
<td>.79</td>
</tr>
<tr>
<td>11.</td>
<td>C-Self</td>
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<td>.93</td>
<td>.32**</td>
<td>.26**</td>
<td>.28**</td>
<td>.29**</td>
<td>.30**</td>
<td>.43**</td>
<td>.11</td>
<td>.39**</td>
<td>.59**</td>
<td>.46**</td>
</tr>
</tbody>
</table>

SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management, JS = Job Satisfaction, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, AC = Affective commitment, CC = Continuance commitment, NC = Normative commitment, R-Self = Relational self, I-Self = Individual self, C-Self = Collective self.

* p < 0.05,  ** p < 0.01
4.6.4  **Hypothesis testing: Self-aspects and sources of workplace satisfaction**

In order to test the relationship between self-aspects and sources of workplace satisfaction, a series of standard regression analyses were undertaken. To test hypothesis 1, that relational self-aspects would be a significant predictor of satisfaction with colleague and manager relationships, the set of relational, individual and collective self-aspects were first entered as independent variables with satisfaction with colleague relationships entered as the dependent variable. Together, the set of three self-aspects accounted for 11% of the variance in satisfaction with colleague relationships ($R^2 = .11$). Both relational and collective self-aspects were found to be significant predictors ($F (3, 136) = 5.72$, $p < .001$) (see Table 2). Next, using the same set of self-aspects as independent variables, satisfaction with manager relationships was treated as the dependant variable. In this regression equation the set of three self-aspects accounted for 10% of the variance in satisfaction with manager relationships ($R^2 = .10$) with non-significant trends being observed for relational and collective self-aspects ($F (3, 136) = 4.85$, $p < .01$) (see Table 4.2).

To test hypothesis 2, that individual self-aspects would predict job satisfaction, a separate standard regression analysis was conducted. The set of relational, individual and collective self-aspects were first entered as independent variables with job satisfaction treated as the dependent variable. Together, the set of three self-aspects accounted for 7% of the variance in job satisfaction ($R^2 = .07$). Contrary to expectation, collective self-aspects were found to be the only significant predictor of job satisfaction ($F (3, 136) = 4.38$, $p < .01$) (see Table 4.2).

To test hypothesis 3, that collective self-aspects would significantly predict satisfaction with the organisation and senior management, two separate standard regression analyses were conducted.
Table 4.2  Predictors of workplace satisfaction for Study 1

<table>
<thead>
<tr>
<th></th>
<th>SWO</th>
<th>SWSM</th>
<th>SWCR</th>
<th>SWMR</th>
<th>JS</th>
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</thead>
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<td>Beta</td>
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<td></td>
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<td>R-Self</td>
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<td>.15</td>
<td>.22*</td>
<td>.20#</td>
<td>.10</td>
</tr>
<tr>
<td>I-Self</td>
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<td>-.13</td>
<td>-.07</td>
<td>-.00</td>
</tr>
<tr>
<td>C-Self</td>
<td>.37**</td>
<td>.22*</td>
<td>.22*</td>
<td>.20#</td>
<td>.23*</td>
</tr>
</tbody>
</table>

R² = .13  R² = .08  R² = .11  R² = .10  R² = .09

R-self = relational self-aspects, I-self = individual self-aspects, C- self = collective self-aspects, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management.  * p < 0.05,  ** p < 0.01,  *** p < 0.001,  # p < .10.
Table 4.3  Predictors of organisational commitment for Study 1

<table>
<thead>
<tr>
<th></th>
<th>AC</th>
<th>CC</th>
<th>NC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beta</td>
<td>Beta</td>
<td>Beta</td>
<td>Beta</td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SWCR</td>
<td>.22*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWMR</td>
<td>.35***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS</td>
<td></td>
<td>.08</td>
<td></td>
</tr>
<tr>
<td>SWO</td>
<td></td>
<td></td>
<td>.42**</td>
</tr>
<tr>
<td>SWSM</td>
<td></td>
<td></td>
<td>-.07</td>
</tr>
</tbody>
</table>

R² = .27   R² = .01   R² = .14

R-self = relational self-aspects, I-self = individual self-aspects, C-self = collective self-aspects, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management.  * p < 0.05,  ** p < 0.01,  *** p < 0.001,  # p < .10.
The set of three self-aspects were first entered as independent variables with satisfaction with the organisation entered as the dependent variable. Together, self-aspects accounted for 13% of the variance in satisfaction with the organisation \((R^2 = .13)\). Consistent with expectation, collective self-aspects were found to be a significant predictor of satisfaction with the organisation \((F (3, 136) = 6.56, p < .001)\) (see Table 2). What was not expected was the negative but significant Beta observed for individual self-aspects which suggested that as individual self-aspects increased, feeling of satisfaction towards the organisation decreased (see Table 2). Next, using the same set of three self-aspects as independent variables, satisfaction with senior management was entered as the dependant variable. In this regression equation the set of three self-aspects accounted for 8% of the variance in satisfaction with manager relationships \((R^2 = .08)\). Consistent with expectation collective self-aspects were found to be the only significant predictor of satisfaction with senior management \((F (3, 136) = 3.88, p < .05)\) (see Table 2).

### 4.6.5 Hypothesis testing: Sources of workplace satisfaction and types of organisational commitment

In order to test the relationship between sources of workplace satisfaction and organisational commitment, a series of standard regression analyses were undertaken. To test the prediction that satisfaction with colleague and manager relationships would predict affective commitment, the two relational sources of workplace were entered as independent variables with affective commitment being treated as the dependent variable. Both relational sources of workplace satisfaction accounted for 27% of the variance in affective commitment \((R^2 = .27)\) and were both significant predictors of affective commitment \((F (2, 137) = 25.55, p < .0001, \text{ see Table 4.3})\).

Next, to test the expectation that job satisfaction would predict continuance commitment, job satisfaction was entered as the independent variable and continuance commitment was treated as the dependent variable. Contrary to expectation, job satisfaction was not a significant predictor \((F (1, 138) = .84, p > .05)\) accounting for
approximately 1% of the variance in continuance commitment \( (R^2 = .006, \text{see Table 4.3}) \).

To test the expectation that satisfaction with the organisation and senior management would predict normative commitment, satisfaction with the organisation and satisfaction with senior management were entered as independent variables and normative commitment was treated as the dependent variable. Together, satisfaction with the organisation and satisfaction with senior management accounted for 14% of the variance in normative commitment \( (R^2 = .14) \). Consistent with expectation, satisfaction with the organisation was found to be a significant predictor of employee’s normative commitment, however satisfaction with senior management was not \( (F (2, 137) = 11.31, p < .0001, \text{see Table 4.3}) \).

### 4.6.5A Supplementary Analysis

The previous section reported the results of regression analyses which tested specific hypotheses about the contributions of particular sources of workplace satisfaction on three types of organisational commitment. In this section, a set of supplementary analyses will be reported. These regressions explore the relative contribution of each source of satisfaction, while controlling for all other sources of workplace satisfaction, on each type of commitment.

In the first regression the set of five workplace satisfaction variables were entered together as independent variables and affective commitment was treated as the dependent variable. Together the five sources of workplace satisfaction accounted for 50% of the variance in affective commitment \( (R^2 = .50) \). Satisfaction with the organisation and satisfaction with manager relationships were the only two significant independent predictors of affective commitment accounting for 23% and 3% of the variance respectively \( (F (5, 134) = 26.35, p < .0001, \text{see Table 4.3 A}) \).

Using the same set of workplace satisfaction variables, continuance commitment was entered as the dependent variable in the second regression. Together the set of workplace satisfaction variables accounted for 2% of the variance in continuance commitment \( (R^2 = .02) \) none of which were significant \( (F (5, 134) = .44, p > .05, \text{see Table 4.3 A}) \). In the third regression analysis, when normative commitment was entered as the
dependent variable, the set of workplace satisfaction variables accounted for 16% of the variance. Satisfaction with the organisation was the only significant predictor of normative commitment accounting for 7% of the variance ((F (5, 134) = 5.17, p > .0001, see Table 4.3 A).
Table 4.3 A All predictors of organisational commitment for Study 1

<table>
<thead>
<tr>
<th></th>
<th>AC Beta</th>
<th>CC Beta</th>
<th>NC Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>SWCR</td>
<td>-.03</td>
<td>.05</td>
<td>.10</td>
</tr>
<tr>
<td>SWMR</td>
<td>.20*</td>
<td>-.00</td>
<td>.10</td>
</tr>
<tr>
<td>JS</td>
<td>.19</td>
<td>-.02</td>
<td>-.02</td>
</tr>
<tr>
<td>SWO</td>
<td>.57***</td>
<td>-.02</td>
<td>.38**</td>
</tr>
<tr>
<td>SWSM</td>
<td>-.12</td>
<td>.12</td>
<td>-.12</td>
</tr>
</tbody>
</table>

R² = .50     R² = .02     R² = .16

SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management, AC = Affective commitment, CC = Continuance commitment, NC = Normative commitment. * p < 0.05, ** p < 0.01, *** p < 0.001.
4.7 Discussion

The aim of Study 1 was to first examine the relationships between self-aspects and sources of workplace satisfaction and then examine the relationships between sources of workplace satisfaction and organisational commitment. In examining the relationship between self-aspects and sources of workplace satisfaction, partial support was found for two of the three hypotheses. Relational self-aspects were a significant predictor of satisfaction with colleague relationships, with a non-significant trend being observed for satisfaction with manager relationships. No support was found for the expectation that individual self-aspects would predict job satisfaction, however collective self-aspects was found to be a significant predictor of satisfaction with the organisation and senior management.

In examining the relationship between sources of workplace satisfaction and types of organisational commitment, partial support was found for two of the three hypotheses. Consistent with expectation, satisfaction with colleague and manager relationships was found to be significant predictors of affective commitment, yet contrary to expectation, job satisfaction was not found to significantly predict continuance commitment. As expected, satisfaction with the organisation was found to significantly predict normative commitment, however no support was found for the expectation that satisfaction with senior manager would predict normative commitment. Results for each of the six hypotheses tested in Study 1 are discussed below.

4.7.1 Self-aspects and sources of workplace satisfaction

The results relating to the observed influence of self-aspects on sources of workplace satisfaction are discussed in the following sub sections

4.7.1.1 Relational self-aspects and relational sources of workplace satisfaction

The expectation that relational self-aspects would predict satisfaction with colleague and manager relationships was partially supported. Relational self-aspects were a significant predictor of satisfaction with colleague relationships, however a non-significant trend was observed for satisfaction with manager relationships. This result suggests that a stronger relationship existed between relational self-aspects and
satisfaction with colleague relationships than with manager relationships. The result observed for relational self-aspects and colleague relationships supports the view that employees with strong relational self-aspects are likely to find satisfaction in relationships with coworkers. This result is consistent with and extends previous research (Hardie et al., 2005; Brickson, 2000). Hardie et al. (2005) observed that for individuals with strong relational self-aspects, challenges to significant relationships such as partner of best friend were likely to be a source of stress, while sharing an experience with a partner was likely to be a source of uplift. They further argued that congruence between self-aspects and corresponding uplifts were likely to be more beneficial to one’s health than uplifts not congruent with strong self-aspects. In examining congruence between self-aspects and sources of workplace satisfaction this result supports and extends Hardie et al. (2005) findings. Having satisfactory workplace relationships with coworkers appears to be an important source of workplace satisfaction for employees with strong relationship self-aspects. To this extent it could be argued that congruence between relational self-aspects and involvement with coworkers is a significant source of workplace satisfaction for those with a strongly developed relational self-aspect. This result also supports Brickson’s (2000) argument that as an identity orientation, the relational self is primarily motivated to enhance the well-being of relational partners. Brickson (2000) argued that employees with prominent relational self-aspects define themselves in terms of their roles in relation to others. Brickson (2000) further argued that employees with prominent relational self-aspects were likely to evaluate themselves based on their ability to perform interpersonal roles with co-workers successfully. This would suggest that employees with strong relational self-aspects would be motivated to seek satisfaction in their relationships with colleagues and would likely evaluate their success as a relationship partner in terms of the level or degree of satisfaction gained in these relationships. In view of the results in the present study, this suggests that the stronger an employee’s relational self-aspects, the more likely they are to view their interactions with colleagues as being more satisfying. As one becomes more other focused in their interactions with colleagues, they are likely to receive favourable or reciprocal responses from their colleagues, which in turn is likely to reinforce their perceptions of
having satisfying relationships with colleagues. In other words, the result observed in Study 1 suggest that the stronger an employee’s relational self-aspects, the stronger their other focused behaviour is likely to be, producing a reciprocal response from co-workers that is likely to enhance feelings of satisfaction towards colleagues.

The non-significant trend observed for relational self-aspects as a predictor of satisfaction with manager relationships was in the expected direction and provides some support for the hypothesis that strong relational self-aspects will predict satisfaction with manager relationships. Based on this result it could be argued that the strength of an employee’s relational self-aspects, appears to be a source of motivation to not only enhance the well-being of co-workers also their direct manager. The research on the leader member exchange (LMX) model of leadership provides some support for this result. The LMX model of leadership was developed by Dansereau, Graen, and Haga (1975) and is based on the view that leaders have different kinds of relationships with their staff and as such will adopt different styles of leadership depending on the relationship. Where high quality exchange relationships exist between team member and leader, the team member will be given more freedom, better job assignments, and increased opportunities to work with their leaders than those who have low quality exchange relationships. The strength of the relationship between the team member and leader tends to be influenced by member’s acceptance of the authority of the leader. In applying the LMX model of leadership to the results observed in Study 1, it could be argued that the stronger an employee’s relational self aspects, the more likely they are to increase behaviours that support and enhance their relationship with their direct manager. This level of support is likely to create an exchange whereby the manager responds favourably to the employee, thereby influencing the level of satisfaction he or she likely to experience with their manager. However, the strength of this relationship may be influenced by the degree of acceptance that employees with prominent relational self-aspects may have towards their manager. The non-significant trend observed in Study 1 in the relationship between relational self-aspects and satisfaction with manager relationships may have been influenced by this level of acceptance.

In the present Study, respondents were located across four geographically separate locations. One possible explanation is that when managers are operating in
separate locations, they are less likely to be influenced by any collective view of management behaviour than if they were working in one location and having regular contact with each other. As such, it is possible that managers operating in very different locations are likely to develop unique managing styles that are likely to produce various levels of acceptance amongst employees. It is possible that the non-significant trend observed in the relationship between relational self-aspects and satisfaction with manager relationships may have been influenced by varying levels of manager acceptance by employees across the three separate locations.

4.7.1.2 Individual self-aspects and job satisfaction

The expectation that individual self-aspects would predict job satisfaction was not supported. However, in examining the correlation between individual self-aspects and each of the five sources of workplace satisfaction, job satisfaction had the strongest correlation ($r = .16$). This provided some support for the expectation that a positive relationship would exist between individual self-aspects and job satisfaction. The failure of individual self-aspects to significantly predict job satisfaction may have been influenced by the nature of the work environment that respondents operated in. Chatman (1989), in examining the outcomes of person-organisational fit argued that organisational membership can change and shape employees’ values. According to Chatman (1989), in the case where an employee’s values are in conflict with the organisation, there are three possible outcomes. The employee’s values could change and become more similar to the organisations. This is likely to occur when the organisation’s values are stronger than the employee’s and the person is open to influence. The second possible outcome is when the employee’s values are stronger than the organisation’s values influencing it to change, while the third outcome is that the employee decides to leave the organisation.

In applying Chatman’s (1989) study to the present result, it could be argued that the values of those with strongly developed individual self-aspects such as autonomy, job challenge and individual accomplishments, may have been in conflict with the organisation’s stronger team based values. This discrepancy may have moderated the influence of individual self-aspects on job satisfaction. In a more recent study, Hui and
Yee (1999) found that work group atmosphere affected the level of job satisfaction differently for individualists and collectivists. They argued that collectivists who are concerned with being an accepted member of the group and preserving intragroup harmony would find that a warm and supportive work team would significantly predict their job satisfaction. On the other hand, individualists who believe that success depends on the individual alone were, according to Hui and Yee (1999), unlikely to perceive warm supportive groups as fulfilling their psychological needs to individuate from others. Based on this research, it could be argued that those with strongly developed individual self-aspects who find themselves operating in a highly supportive work environment that encourages and values collaborative team work over and above individual performance, may find such an environment less satisfying and in turn, less conducive to job satisfaction.

In the present Study there is some evidence to suggest that respondents were operating in a supportive and collaborative work environment that may have discouraged sources of workplace satisfaction relevant to those employees with strongly developed individual self-aspects. Firstly, respondents in Study 1 were drawn from a large aged care facility the majority of which were salaried staff members working directly with patients. In most hospital environments a multi-team approach between professional staff is required in order to adequately service the needs of patients. In addition, employees had significantly higher relational self-aspects than individual and collective which suggested that employees in this work environment were likely to place higher value on working collaboratively with colleagues than working alone. It is therefore possible that those employees with strongly developed individual self-aspects, who, in Study 1, found themselves operating in this environment, were less likely to perceive job satisfaction as a primary source of workplace satisfaction. It could be argued that a stronger relationship between individual self-aspects and job satisfaction is more likely to occur within a work environment that encourages and rewards individual performance.
4.7.1.3 Collective self-aspects and satisfaction with the organisation and senior management

The expectation that collective self-aspects would predict satisfaction with the organisation and senior management was supported. This result suggests that as the strength of an employee’s collective self-aspects increase so too do their feelings of satisfaction towards the organisation and senior management. This result is consistent with Brewer and Gardner’s (1996) suggestion that the collective self will identify as a group member and will be primarily motivated to enhance the group’s well-being. In Study 1, employees with strong collective self-aspects identified more with their organisation and its senior management than those with strongly developed relational or individual self-aspects. The relationship between collective self-aspects and satisfaction with the organisation and its senior management is likely to reflect the level of identification that employees with strongly developed collective self-aspects are likely to have as a member of the organisation. The stronger the identification with the organisation, the stronger the satisfaction employees with strong collective self aspects are likely to express towards the organisation and its senior management.

It could also be argued that satisfaction experienced with the organisation and its senior management reinforced the strength of employee’s collective self-aspects. The satisfaction with the organisation scale used in Study 1 measured a number of aspects of the organisation’s performance; perceptions of its performance in relationship to other organisations, the degree of fit between personal and organisational values, and the perceptions of how fairly it treated its employees. Similarly, the satisfaction with the senior management scale measured employees perceptions of congruent their personal values were with the senior management and how well senior management treated staff. A number of studies have supported the view that employee satisfaction gained in these areas is likely to lead to a stronger sense of identity with the organisation. Social identity theory suggests that people tend to avoid groups that do not contribute to a favourable social identity. Ellemers, Spears and Doosje (1997) suggested employees are more likely to define themselves as members of an organisation if they perceive that organisation as high status and performing better than their competitors. Social categorisation theory also suggests that when an individual
strongly identifies with an organisation they are more likely to internalise the
organisations values, ideology and culture (Haslam, Powell & Turner, 2000). Smith,
Tyler and Huo (2003), in applying the relationship model of authority to social identity
theory, argued that how managers and supervisors treated their staff was a key factor
that mediated the relationship between group members and the group that they belonged
to. The relationship model of authority suggests that when people feel that they have
been treated fairly by authorities such as managers and supervisors, they are likely to
feel that they are an important part of the organisation or team. The opposite is true too
in that when people feel that they have been unfairly treated, they are likely to feel
excluded from the organisation or team (Tyler & Lind, 1992). Smith, et al. (2003)
suggested that when people identity with a particular group and feel that they have been
fairly treated by managers and supervisors (authority figures), such behaviour
communicates how much the organisation or team respects them. This feeling of
respect reinforces their self-esteem, which is central to their social identity and
commitment to the group. This in turn encourages a willingness to engage in group
serving behaviour.

Taken together it could be argued that as an employees’ collective self-aspects
become stronger they are likely to identify themselves as a group member of the
organisation. As a group identity with the organisation increases for those employees
with strongly developed collective self-aspects, so too are they likely to gain
satisfaction in the organisation and its senior management as a way of reinforcing their
collective self-view. To this extent it could be argued that the strength of an employees
collective self-aspects is directly reinforced by the satisfaction gained as a group or
organisational member through the favourable comparisons made between their
organisation and others, the similarity between their values and those of the
organisation and how fairly treated they are by the organisation and the senior
management of the organisation.
4.7.1.4 The global affects of collective self-aspects on sources of workplace satisfaction

Collective self-aspects were found to be a significant predictor of sources of workplace satisfaction examined in Study 1. Specifically, the strength of an employee’s collective self-aspects was found to predict satisfaction with the organisation, satisfaction with colleagues and the job while a non significant trend was observed for satisfaction with manager. This global affect of collective self-aspects on these sources of workplace satisfaction, although unexpected, does make sense when viewed from the perspective of social identity theory (Tajfel & Turner, 1986). Social identity theory suggests that when an individual identifies with a social group they are likely to gain positive self-evaluations and their behaviour is likely to be influenced by group norms and expectations. Brewer and Gardiner (1986) suggested that when individuals identify themselves at the collective level as in-group members, they are likely to develop a cooperative orientation towards shared problems and perceive the group’s welfare as an end in itself. This co-operative group behaviour that characterizes employees with strongly developed collective self-aspects may have directly influenced the positive relationship observed in Study 1 between collective self-aspects and the four sources of workplace satisfaction. An employee who demonstrates co-operative team behaviours is likely to draw a favourable response from both colleagues and manager. The leader membership exchange model of leadership (Dansereau, Graen & Haga, 1975) suggests that when a high quality exchange relationship exists between a team member and a leader, the team member will often be rewarded with more freedom, better job assignments and increased opportunity to work with their leader than those with a low quality exchange relationship. This reciprocal response is likely to positively influence the team member’s satisfaction towards their manager as well as their job. In a similar way, cooperative team behaviours exhibited by employees with strong collective self-aspects is also likely to produce favourable responses from their coworkers, again influencing their level of satisfaction with colleagues. These positive reciprocal experiences with manager, colleagues and the job are likely to reinforce their identity as a group and organisational member. When an individual strongly identifies with the organisation, they are more likely to internalise the organisation’s values, ideology and
culture (Haslam, Powell & Turner, 2000), influencing their satisfaction levels towards
the organisation as a whole.

This reciprocal affect whereby the cooperative behaviours naturally
demonstrated by those employees with strong collective self-aspects creates reciprocal
responses from others may well have influence the global affect of collective self-
aspects on the four sources of workplace satisfaction examined in Study 1.

4.7.2 Sources of workplace satisfaction and organisational commitment

The second part of this study explored the relationship between sources of
workplace satisfaction and organisational commitment. Specifically, it was expected
that satisfaction with colleagues and managers would predict affective commitment, job
satisfaction would predict continuance commitment and satisfaction with the
organisation and senior management would predict normative commitment. Partial
support was found for two of the three hypotheses.

4.7.2.1 Colleague and manager satisfaction and affective commitment

Consistent with expectation, satisfaction with colleague and manager
relationships was found to significantly predict affective commitment. This result
supports previous research that has observed that as satisfaction with colleague and
manager relationships increase so does affective commitment (Andolsek & Stebe, 2004;
Heffner & Rentsch, 2001; Meyer et al., 2002). Allen and Meyer (1990) suggested that
organisational commitment is likely to develop as a function of different work
experiences. They suggested that management receptiveness and peer cohesion
contributed to employees’ need to feel comfortable in their relationship with the
organisation and as such directly influenced their affective commitment. The current
results appear to support this view. In the present study it was observed that the level
of care, emotional support and trust managers were perceived to provide their staff
directly predicted employees’ affective commitment. This result is consistent with
previous research that has suggested that the quality of exchange between supervisor
and employee directly affects employees’ commitment towards the organisation
(Kacmar & Carlson, 1999; Meyer et al., 2002). This result also provides support for the
view that supervisors and direct managers play a major role in influencing employee’s commitment levels towards the organisation.

Similarly, working with colleagues that were dependable, cared for each other, provided good interpersonal relationships and generally contributed to a positive atmosphere in the workplace also directly predicted employees’ affective commitment. Research has suggested that the influence of positive colleague relationships on affective commitment is affected by a socialisation process that occurs between colleagues. Huang (2004) argued that employees who build close relationships with co-workers who hold positive attitudes towards the organisation are likely to be socialized by the group and begin act in a committed manner toward the organisation as a whole. Heffner and Rentsch (2001) suggested that the connection between positive relationships between coworkers within a department and feelings of affective commitment towards the organisation as a whole was part of a stepping stone process. This process involves new employees forming positive relationships with colleagues in their immediate work group which in turn leads to affective commitment to that work group. Where positive working relationships exist between work groups, this is likely to lead to affective commitment towards the department, while positive working relationships between departments is likely to lead to affective commitment towards the organisation as a whole. In view of this previous research, it could be argued that in the present study, the relationship between satisfactory colleague relationships and affective commitment may have been influenced by a socialisation process whereby coworkers with positive attitudes towards the organisation positively influenced the affective commitment of their coworkers. As satisfaction with colleagues increase, coworkers are more likely to be open and receptive to the views of their coworkers about their organisation. This interpretation would appear to depend on the majority of employees holding a positive view of their organisation. The high mean scores observed for satisfaction with the organisation in Study 1 provide some support for this view, suggesting that the organisation was perceived positively by the majority of respondents. Taken together the present results suggest that employees who experience satisfactory workplace relationships with both managers and colleagues are likely to feel comfortable with the organisation and be affectively committed to it.
4.7.2.2 Job satisfaction and continuance commitment

No support was found for the expectation that job satisfaction would predict continuance commitment. This result was inconsistent with previous research that has linked the level of satisfaction gained in a job with the costs associated with leaving the job (Andolsek & Stebe, 2004; Huang, 2004; Wasti, 2003). In the present study it was anticipated that if an employee were able to gain personal competency in the job through job autonomy, job enjoyment and personal accomplishment, challenging work, training opportunities to learn new skills and the opportunity for advancement to higher-level jobs, that this would increase the perceived costs associated with leaving their organisation. It is unclear why a significant relationship between job satisfaction and continuance commitment was not found. One possible explanation may relate to the nature of the sample selected in Study 1 and the value that respondents placed on extrinsic over intrinsic job motivators.

Hertzberg (1964) two-factor theory suggested that satisfaction gained in the job consisted of intrinsic and extrinsic factors. Extrinsic motivators or hygiene factors includes such things as salary, status, security, interpersonal relationships, supervision and working conditions, while intrinsic motivators related to personal growth in the job, achievement, recognition, personal responsibility, job autonomy and job advancement. In a recent study, Huang (2004) found that continuance commitment was significantly predicted by intrinsic job satisfaction, while affective and normative commitment was significantly predicted by both extrinsic and intrinsic job motivators. This result suggested that satisfaction gained in a job that provides the opportunity for personal growth through such things as achievement, autonomy, and job advancement would naturally contribute to the personal investments made in the job, directly influencing an employees’ continuance commitment to their organisation. Based on this research, it could be argued that a sample of employees who place higher value on extrinsic over intrinsic job factors are more likely to experience stronger levels of affective and normative commitment over continuance commitment. The job satisfaction scale used in Study 1 included such job aspects as autonomy, job advancement and personal accomplishment suggesting that it was measuring intrinsic job motivators. Similarly, it
could be argued that the satisfaction with work colleagues and manager scale measured extrinsic job motivators.

An examination of the mean scores for these three scales indicate that for this sample, satisfaction with colleagues was significantly higher than job satisfaction, suggesting that employees were more satisfied with extrinsic job factors than they were with intrinsic job factors. In addition, the majority of this sample was aged between 45-64, while a substantial portion was 65 years and over. Most were salaried staff, but nearly a quarter were volunteers suggesting that this sample were more likely to be interested in work that provided good working relationships than work that provided autonomy and job advancement. Taken together these results provide a possible explanation as to why job satisfaction, in this sample, did not predict continuance commitment. This result also suggests that the predictive relationship between job satisfaction and continuance commitment is more likely to occur within a population that places significant value on intrinsic job motivators.

4.7.2.3 Organisation and senior management satisfaction and normative commitment

Consistent with expectation, satisfaction with the organisation was found to be a significant predictor of normative commitment for this sample of employees. Satisfaction with the performance of the organisation influenced respondent’s feelings of loyalty and sense of obligation towards it. This result is consistent with research that suggests that when an individual feels that they have been treated fairly by the organisation and their values are aligned with the organisation that this will lead to feelings of reciprocity whereby the individual develops a strong desire to assist the organisation to succeed. This desire to contribute to the organisation’s success has also been found to increase feelings of loyalty and obligation (Eisenberger et al., 1986; Meyer & Allen, 1991; O’Reilly & Chatman; 1986).

Interestingly, satisfaction with senior management was not found to be a significant predictor of normative commitment. One possible explanation for this result is that the level of satisfaction that employees felt towards the senior management did not influence feelings of loyalty towards the organisation. That is, employees may have
perceived the organisation and senior management as separate. Senior management is of course made up of individuals whose composition is likely to change as members leave the organisation or take on different roles. However, the organisation remains a relatively stable identity producing products and services and, if it has been operating successfully for a number of years, is likely to hold a reputation in the community or market place. It would be reasonable to assume that individuals decide to join organisations because of their reputation and the nature of their business rather than the reputation of its senior management. As such, it would be reasonable to expect that an employee’s loyalty is more likely to be predicted by the satisfaction gained from their organisation than with the performance of its management team. This appears to be a relevant explanation for the sample used in Study 1. Respondents were employees from a large aged care nursing facility with a strong reputation in the community for quality nursing care for the aged. The average years of service was six, indicating a relatively stable workforce. Within this context it would be reasonable to argue that respondent’s loyalty towards their organisation was more likely to be predicted by their perception of the performance of the organisation rather than that of its senior management.

4.7.3 Summary

The purpose of the current study was to examine a number of expected relationships between self-aspects, sources of workplace satisfaction and organisational commitment. The expected relationship between relational, individual and collective self-aspects and three sources of workplace satisfaction; organisational, relational and job, produced mixed results. Support was found for the expectation that relational self-aspects would predict satisfaction with colleague relationships, however only a non-significant trend was observed for satisfaction with manager relationships. Support was found for the expectation that collective self-aspects would predict satisfaction with the organisation and its senior management. Both these results highlighted the relational nature of the collective and relational self. This result suggests that the relational self is motivated towards interpersonal relationships with colleagues and managers while the collective self is motivated to support their group and their relationship with senior group members. However, individual self-aspects failed to predict job satisfaction. It
was proposed that the relational nature of the sample used in Study 1 may have influenced the expected relationship between individual self-aspects and job satisfaction.

The expected relationships between the three sources of workplace satisfaction and the three types of organisational commitment also produced mixed results in Study 1. The expectation that satisfaction with colleague and manager relationships would predict affective commitment was supported, highlighting the importance that satisfactory workplace relationships play in influencing employees’ commitment towards their organisation. No support was found for the expectation that job satisfaction would predict continuance commitment. The expectation that satisfaction with the organisation would predict normative commitment was supported, yet the prediction that satisfaction with senior management would also predict normative commitment was not.

Throughout this discussion it was argued that the lack of support observed for a number of hypotheses was possibly explained by the strong relational nature of the sample. Perhaps the most telling observation of this sample was that 87% were female. Research on gender has indicated that females are likely to have a more prominent relational self than males (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995). Consistent with this research, it was observed that in this sample, the mean score for relational self-aspects was significantly higher than individual or collective self-aspects. Taken together it could be argued that strong relational self-aspects of this sample were directly influenced by the percentage of female respondents. As such, the strong influence of gender may have influenced on the results observed in Study 1. Although a good deal of research has examined the influence of gender on self-aspects, there has been less research on the influence of gender on sources of workplace satisfaction and organisational commitment. In order to clarify the influence of gender on sources of workplace satisfaction and organisational commitment it would be useful to explore this relationship within an employee population equally represented by both males and females.
4.7.3 A. Supplementary Analysis

The purpose of the supplementary analysis was to explore the influence of all five sources of workplace satisfaction on each of the three types of organisational commitment. In examining the influence of the five workplace satisfaction variables on affective commitment, satisfaction with the organisation proved to be the strongest predictor. However, after all other satisfaction variables were taken into account, satisfaction with manager remained a significant predictor of affective commitment. This suggested that workplace relationships, specifically with one’s direct manager, played a significant role in influencing respondent’s emotional attachment towards their organisation. None of the five sources of workplace satisfaction were found to predict continuance commitment. This suggested that for the respondents in Study 1, satisfaction gained in workplace relationships, the job and the organisation itself did not influence their perception of the investments they had made in their organisation, or their perception of experiencing difficulty in gaining similar employment elsewhere. In short, the sources of workplace satisfaction explored in this study did not influence respondent’s perception that they had to stay with their organisation. Consistent with expectation, after all sources of workplace satisfaction were taken into account, satisfaction with the organisation proved to be the only significant predictor of normative commitment. This suggested that for the employees in Study 1, satisfaction with the organisation was the strongest predictor of their loyalty towards it.


Chapter 5

Study 2

5.1 Introduction

Study 1 showed partial support for the influence of self-aspects on sources of workplace satisfaction and the influence of sources of workplace satisfaction on organisational commitment. However there were a number of unique aspects about the sample that was used in Study 1 that may have influenced the outcome of the expected results. In Study 1, the majority of respondents were female (87%) with 64% aged between 45-64, and 11% aged over 65. In addition, 24% were volunteers. It was felt these demographic characteristics; that is older women doing voluntary work, may have influenced the stronger relational self-aspects (than individual and collective) observed in this sample and the higher levels of colleague relationships satisfaction over job satisfaction. It was felt that an older and predominately female workforce was more likely to be motivated by extrinsic factors such as interpersonal relationships than intrinsic factors such as achievement, job growth, advancement and job autonomy (See p.83).

Research has suggested that females are likely to be more relational than males, while males are likely to be more collective than females, (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995). In an international study on gender culture and self, Kashima et al., (1995) found that women were more relational than men having a stronger preference for dyadic relationships while men were more cohesive in their relationships with others suggesting more of a collective orientation. Baumeister and Sommer (1997) argued that both men and women are equally social and have equal needs for belongingness however they adopt different strategies to meet these needs. They suggested that women tend to form close intimate dyadic relationships while men, unable to pursue intimacy as well as females, are more likely to pursue social relationships within larger groups. Baumeister and Sommer (1997) argued that as a partial replacement for intimacy within larger groups, male’s quest for
belongingness may emphasise hierarchies of status and power. As such, men are likely to find wider groups as being advantageous for competing for status and power. According to Baumeister and Sommer (1997) women in contrast seek close dyadic relationships based on mutual intimacy. Tang and Talpade (1999) found that males and females differed in what they found satisfying within the job. Female employees valued co-worker relationships more than males, while males placed a higher value on money than females, reflecting their emphasis on status and power. Taken together, this research suggests that gender will influence the kind of workplace aspects that males and females are likely to find more satisfying. As such, it was felt that gender had a strong influence on the relational nature of the sample examined in Study 1 and the expected relationships between individual self-aspects and sources of workplace satisfaction and types of organisational commitment.

5.2 Aims and hypotheses

The purpose of Study 2 was to confirm the relationships between sources of workplace satisfaction and organisational commitment from a sample of workplace employees that was more balanced in gender and had a wider age range. It was felt that by sampling a number of different workplaces, the relationship between workplace satisfaction and organisational commitment could be examined more comprehensively. Study 2 also explored the influence of gender on aspects of workplace satisfaction and organisational commitment. The research hypotheses developed in Study 1 to examine the relationship between aspects of workplace satisfaction and organisational commitment were retested in Study 2. In the following section these hypotheses are briefly reviewed and restated. Three additional hypotheses will be presented relating to the influence of gender on aspects of workplace satisfaction and organisational commitment.

5.2.1 Sources of workplace satisfaction and types of organisational commitment

In the following sub-sections the hypotheses relating to the three sources of workplace satisfaction and their influence on the three types of organisational commitment are presented.
5.2.1.1 Colleague and manager satisfaction and affective commitment

Satisfactory relationships with peers have been associated with providing comfort, security and a sense of belongingness on the job (Kram, 1988). Positive social interactions with immediate work colleagues have also been found to directly influence affective commitment (Heffner & Rentsch, 2001). In addition, satisfactory relationships with direct managers or supervisors have been shown to be important in creating a favourable environment directly influencing individual’s affective commitment towards their organisation (Meyer et al., 2002). It was therefore anticipated that satisfaction gained in relationships with colleagues and managers would directly influence affective commitment towards the organisation. Therefore, it was hypothesised that when satisfaction with colleague relationships and satisfaction with manager relationships are used to predict affective commitment, that both relationship satisfaction variables would be significant positive predictors of affective commitment.

5.2.1.2 Job satisfaction and continuance commitment

Recent research has supported the view that satisfaction with the job content is a key predictor of perceived costs associated with quitting the organisation (Wasti, 2003). Research has also supported the view that intrinsic job aspects such as achievement, recognition for achievement, personal responsibility, autonomy in the work and the opportunity for advancement are significant predictors of continuance commitment (Andolsek & Stebe, 2004; Huang, 2004). It was therefore proposed that employees who experience feelings of satisfaction in the intrinsic aspects of their jobs are likely to experience feelings of continuance commitment towards their organisation. It was therefore hypothesised that job satisfaction would be a significant positive predictor of continuance commitment.

5.2.1.3 Organisation and senior management satisfaction and normative commitment

When an employee develops a sense of pride in the organisation and what its stands for in the community, experiences congruence with their values and those of the
organisation and also feel that they have been fairly treated by the organisation, they are likely to experience feeling of feelings of reciprocity where leading to a strong desire to assist the organisation to succeed. These feelings of reciprocity have been found to directly influence normative commitment (Eisenberger et al., 1986; Meyer & Allen, 1991). Senior management also form an important part of an employee’s perception of their organisation. Senior management usually makes decisions that truly reflect the culture and values of the organisation. Perceptions of how fair the organisation is, is ultimately interpreted by the nature and quality of the decisions that are made by senior management. An important part of assessing employees’ loyalty towards the organisation should involve the exploration of their satisfaction towards the senior management of the organisation. It was therefore expected that satisfaction with the organisation and its senior management would predict normative commitment. Because satisfaction with the organisation and satisfaction with senior management is likely to be highly correlated, it was anticipated that high levels of satisfaction with both would influence levels of normative commitment. It was therefore hypothesised that when satisfaction with the organisation and satisfaction with senior management was used to predict normative commitment that both satisfaction variables would be significant positive predictors of normative commitment.

5.2.2 The influence of gender on sources of workplace satisfaction and types of organisational commitment

In the following sub-sections the hypotheses relating to gender, the three sources of workplace satisfaction and their influence on organisational commitment are presented.

5.2.2.1 The influence of gender on colleague and manager relationships and affective commitment

Consistent with previous gender research (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995), Tang and Talpade (1999) found that males and females differed in what each found satisfying in the job. Using the Job Descriptive Index (JDI) which measured five categories of job satisfaction; work, pay, promotions, supervision and co-workers, they found that males had higher satisfaction
with pay than females and that females had higher satisfaction with co-workers than males. In this respect, the higher value placed on money by men may reflect their emphasis on status and power, while satisfactory relationships with co-workers appear to meet important relational needs for women. This research suggested that gender will influence the kind of workplace aspects that males and females are likely to find more satisfying. It would be expected that females would find close personal relationships with colleagues and supervisors more satisfying than males as these aspects of workplace satisfaction are likely to meet their relational needs. Based on previous research that has linked satisfaction with co-workers and supervisors with affective commitment (Heffner and Rentsch, 2001; Kacmar & Carlson, 1999; Meyer et al., 2002) it could be argued that for females, satisfaction with colleagues and managers would be a significant predictor of their affective commitment. Therefore it was hypothesised that satisfaction with colleagues and manager relationships would be significant positive predictors of affective commitment for females only.

5.2.2.2 The influence of gender on job satisfaction and continuance commitment

Wahn (1998) in her study found that women had higher continuance commitment than men. She argued that women often have to overcome greater barriers than men in gaining employment and are more likely to perceive the existence of sex discrimination in hiring and promotional opportunities than men. Based on perceived discrimination in the workplace, Wahn (1998) argued that women are unlikely to perceive satisfactory employment alternatives outside of their current job leading to feelings of continuance commitment towards their organisation. It could be argued that increases in job satisfaction, for females, could actually increase feelings of continuance commitment towards the organisation. Gaining personal satisfaction and accomplishment from the job, having personal control over job performance, performing work that makes good use of abilities, and opportunities for training and advancement is likely, for females, to increase a sense that similar opportunities outside of the present organisation maybe hard to find. It could therefore be argued that for women, an increase in job satisfaction is likely to increase their continuance commitment towards the organisation. It was therefore hypothesised that when job
satisfaction was used to predict continuance commitment separately for males and females, that job satisfaction would be a significant positive predictor of continuance commitment for females only.

### 5.2.2.3 The influence of gender on organisation and senior management satisfaction and normative commitment

Based on the collective orientation that males have been found to have (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995), it would be expected that within a workplace setting, males would have more cohesive relationships with colleagues throughout the whole organisation than females. Based on Baumeister and Sommer’s (1997) interpretation that males are more likely than females to find wider groups as being advantageous for competing for status and power, it could be argued that males are more likely to be satisfied with the organisation itself and its senior management than females. In other words, males are more likely to identify as a group member of the wider organisation and see their participation as an important part of the process in achieving status within their group. Similarly, they are more likely than women to perceive having satisfactory relationships with senior management as a means of achieving status and power for themselves within the organisation. As such, it would be expected that for males, satisfaction with the organisation itself and its senior management team is likely to be an important source of workplace satisfaction. Furthermore, previous research that has also supported the view that if employees feel satisfied with how they have been treated by their organisation, they are likely to experience feelings of obligation towards the organisation (Cohen-Charash & Spector, 2001; Meyer & Allen, 1991; Ramamoorthy & Flood, 2004; Vandenberghe & Peiro, 1999). Taken together it could be argued that for males, satisfaction with the organisation and its senior management is likely to predict their normative commitment. As such, it was hypothesised that when satisfaction with the organisation and satisfaction with senior management were used to predict normative commitment separately for males and females, that satisfaction with the organisation and senior management would be significant positive predictors of normative commitment for males only.
5.3 Method

5.3.1 Participants

Three Australian organisations agreed to participate in the study; a large credit co-op, an adventure based training company and a retail cleaning company. In an attempt to obtain a broader sample of organisations, a Graduate School of Business was also approached and gave permission to survey their students. The criteria for completing the survey was that students needed to be employed either full or part time by an organisation.

A total of 202 respondents completed the survey. One hundred and twenty respondents completed the survey online, while 82 completed the pen-and-paper survey. Of the 202 respondents, 129 were female and 73 were male. Sixty five percent of respondents were aged between 25 and 44 years and 23% were between 45 and 64 years. Sixty four percent had completed high school and some tertiary education, while 35% had completed a graduate or postgraduate degree. Thirty eight percent held a management or supervisory position, while 51% were staff members. The majority earned between $25,000 and $60,000 per year. Fifty five percent had completed 3 years or less of service with their current employer. The majority of respondents were Anglo-Celtic (67.8%), 23.8% European and 3.5% Asian. The balance of respondents did not disclose their ethnic background.

5.3.2 Materials

The same survey used in Study 1 was used in Study 2. The only modification was that the self-aspects scale was not included in Study 2. A 46-item survey consisting of 8 scales was then developed. As in Study 1, each scale was designed to assess respondent’s attitudes towards their organisation, the senior management, their direct manager, the work that they perform, the quality of their workplace relationships with colleagues and their affective, normative and continuance commitment. The construction of each of these scales is briefly reviewed in the following subsections.
5.3.2.1 Satisfaction with colleague relationships

The seven items used in Study 1 to measure how satisfied respondents were with their colleague relationships were also used in Study 2 (See p.54). Items were rated on a 7-point scale with end points labeled 1 ‘Dissatisfied’ and 7 ‘Satisfied’. A satisfaction with colleague relationships scale was then calculated by summing and then averaging each respondent’s scores across the seven items.

5.3.2.2 Satisfaction with manager relationships

The four items developed to measure the relationship that respondents had with their direct manager or supervisor in Study 1 (See p. 55) were also used in Study 2. Items were rated on a 7-point scale where 1 was ‘Dissatisfied’ and 7 was ‘Satisfied’. A satisfaction with manager relationships scale was then calculated by summing and then averaging each respondent’s scores across the four items.

5.3.2.3 Satisfaction with aspects of the job

The Nine items used to measure respondent’s level of job satisfaction in Study 1 were also used in Study 2 (See p.56). This scale was designed to measure how respondents felt about the job that they performed independent of their workplace relationships. Items were rated on a 7-point scale where 1 was ‘Dissatisfied’ and 7 was ‘Satisfied’. A job satisfaction scale then calculated by summing and then averaging each respondent’s scores across the nine items.

5.3.2.4 Satisfaction with the organisation

As in Study 1, nine items were used in Study 2 to measure the respondent’s satisfaction with the organisation (See p. 56). Items were rated on a 7-point scale where 1 was strongly disagree and 7 was strongly agree. A satisfaction with the organisation scale was then computed by summing and then averaging each respondent’s scores across the nine items.
5.3.2.5 Satisfaction with senior management

The same four items used in Study 1 were used in Study 2 to measure respondent’s satisfaction with their senior management (See p.57). A 7-point scale was used to measure these items where 1 was strongly disagree and 7 was strongly agree. A satisfaction with senior management scale was then computed by summing and then averaging each respondent’s scores across the four items.

5.3.2.6 Organisational commitment

As in Study 1, Allen & Meyer’s (1990) organisational commitment scales (affective, continuance and normative) were used to assess respondent's levels of commitment to their organisation in Study 2 (See p. 58). The 12 items used to measure commitment to the organisation were assessed on a 7-point rating scale where 1 was ‘strongly disagree’ and 7 was ‘strongly agree’. Three commitment scales measuring affective, continuance and normative commitment were then computed by summing and then averaging each respondent’s scores across the 12 items.

5.4 Procedure

In accordance with the guidelines set out by the University Human Research Ethics committee, written permission was first gained from each of the participating organisations. Respondents were informed that the purpose of the study was to examine how individuals manage the conflict that can occur between personal and organisational values. Where the pen-and -paper survey was completed, respondents received the survey from either their manager or by internal mail from the Human Resources department of the organisation they worked for. They were advised to complete the survey in their own time and return it directly to the researcher at the University in reply paid envelopes. In addition to the paper and pen survey, an Internet version of the revised survey was made available for respondents. Respondents were provided with the option to complete the survey either online via the university web site or in hard copy form. Respondents were advised that participation in the survey was voluntary and that they could withdraw from it at anytime. Provision was also made for respondents to access two independent counselling services, should the survey raise
sensitive issues that they maybe experiencing with their current job. Details of these services were included on the cover sheet of the survey. Those who chose to complete the survey on line received an internal email from their Human Resources department informing them of the survey, its purpose and enclosed a hotlink directly to the survey located on the University server. None of the organisations that participated in this study were able to determine who did or did not complete the survey.

5.5 Results

5.5.1 Preliminary data analysis

One hundred and forty electronic surveys and 62 paper and pen surveys (N=202) were returned. Where a case had more than 25% of responses missing, a decision was made to delete that case from the data set. Fifty-six cases (28%) were deleted from the data set under this rule. The responses from 146 cases were analysed (females = 86, males = 60). For the missing data, the mean score for that item was used. When the survey was reproduced into the online format, question 39, 'I feel emotionally attached to this organisation' which was one of four items used to measure affective commitment was omitted by mistake. Because the online responses exceeded those completed by paper and pen, a decision was made to delete this item from the scale. All scale scores were computed by calculating the mean scores for each set of relevant items.

The distribution of each of the 8 scales was assessed for shape and normality. An examination of each of the scales indicated that, except for continuance commitment and normative commitment which were positively skewed and platkurtic, the remainder were negatively skewed and leptokurtic. An examination of the Lilliefors statistic indicated that, except for continuance commitment (K-S (146) = .067, p > .200), the scales were not normally distributed. Box plots were used to identify outliers in each scale. Thirty-four of the 36 outliers observed throughout the 8 scales, fell below the mean suggesting that they represented a group of respondents that disagreed with the majority of respondents on these scales. Since every organisation will invariably have individuals who hold negative attitudes towards the organisation, their colleagues, managers and the job itself, it was felt that these outliers represented a legitimate group
that should not be deleted from the data set. All scales that were negatively skewed were transformed with log function value of 10 after reverse coding. After analysing the results however, only marginal differences were observed between results based on transformed scales and untransformed scales. For ease of interpretation, the results based on the untransformed data will be presented.

5.5.2 Sample descriptives

Table 5.1 shows the scale means, standard deviations, correlations and scale alphas for Study 2. Coefficient alphas for each of the eight scales were consistently high, demonstrating good internal reliability. The mean scores for the scales measuring sources of workplace satisfaction were high, suggesting that participants expressed strong levels of satisfaction with their workplace. Means scores for organisational commitment indicated that affective commitment scores were high while continuance and normative commitment scores were moderate indicating that participants had strong feelings of emotional attachments towards their organisation (see Table 5.1).

Paired sample T-tests for repeated measures were conducted to firstly explore within subject differences between the five sources of workplace satisfaction and then the three types of organisational commitment. These employees were more satisfied with their organisation than they were with their senior management (t (145) = 5.92, p < 0.001) and were more satisfied with their relationships with their work colleagues than they were with their direct managers (t (145) = 2.67, p < 0.01). They expressed equal levels of satisfaction with their jobs and their direct managers, but were more satisfied with their relationships with work colleagues than they were with their jobs (t (145) = -3.53, p < 0.01). Employees expressed greater levels of affective commitment towards their organisation than normative (t (145) = 11.65, p < 0.001) or continuance commitment (t (145) = 8.71, p < 0.001)), however no differences were observed between their level of normative or continuance commitment.
5.5.2.1 Gender

Independent samples t-tests were conducted to examine gender differences on all variables. No gender differences were observed for satisfaction with the organisation, job satisfaction, satisfaction with colleague relationships, satisfaction with manager relationships, or for affective, continuance or normative commitment. However, satisfaction with senior management rated significantly higher for males than it did for females (Males: M = 5.52, SD = 1.03; Females: M = 4.98, SD = 1.50, t (143.97) = -.2.54, p < .05).

5.5.3 Relationship between variables

An examination of the correlation matrix indicated a number of significant relationships among the scales. Consistent with expectation, a moderate significant correlation was observed between satisfaction with the organisation and normative commitment, suggesting that respondent's sense of loyalty and obligation towards their organisation related to the satisfaction experienced with it. However, the relationship between satisfaction with senior management and normative commitment was not significant, suggesting that respondent’s loyalty towards their organisation was not influenced by the behaviour of the senior management team (see Table 5.1).

In line with expectation, moderately strong positive correlations were observed between the relationship variables (satisfaction with colleagues and manager relationships) and affective commitment. This suggested that respondent’s emotional attachment to their organisation covaried with the quality of their immediate working relationships.
Table 5.1   Means, standard deviations, alphas and correlations for variables used in study 2.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. SWO</td>
<td>5.72</td>
<td>1.04</td>
<td>.92</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. SWSM</td>
<td>5.21</td>
<td>1.35</td>
<td>.64**</td>
<td>.93</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. JS</td>
<td>5.38</td>
<td>.98</td>
<td>.41**</td>
<td>.52**</td>
<td>.91</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. SWCR</td>
<td>5.63</td>
<td>.94</td>
<td>.38**</td>
<td>.51**</td>
<td>.58**</td>
<td>.89</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. SWMR</td>
<td>5.36</td>
<td>1.42</td>
<td>.30**</td>
<td>.63**</td>
<td>.54**</td>
<td>.51**</td>
<td>.94</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. AC</td>
<td>5.45</td>
<td>1.30</td>
<td>.67**</td>
<td>.56**</td>
<td>.48**</td>
<td>.42**</td>
<td>.32**</td>
<td>.88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. CC</td>
<td>3.83</td>
<td>1.68</td>
<td>-.12</td>
<td>-.20*</td>
<td>-.16</td>
<td>-.26**</td>
<td>-.18*</td>
<td>-.12</td>
<td>.86</td>
<td></td>
</tr>
<tr>
<td>8. NC</td>
<td>3.88</td>
<td>1.40</td>
<td>.22**</td>
<td>.08</td>
<td>.14</td>
<td>.05</td>
<td>-.01</td>
<td>.28**</td>
<td>.49**</td>
<td>.85</td>
</tr>
</tbody>
</table>

SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management, JS = Job Satisfaction, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, AC = Affective commitment, CC = Continuance commitment, NC = Normative commitment. * p < 0.05, ** p < 0.01
No significant relationship was observed between job satisfaction and continuance commitment suggesting that satisfaction with one’s job was not related to the perceived costs associated with leaving the organisation. Job satisfaction appeared to be more strongly related to respondent’s emotional attachment to their organisation. Significant negative correlations were, however, observed between continuance commitment and satisfaction with senior management, satisfaction with colleague relationships and satisfaction with manager relationships suggesting that workplace relationships played a significant role for respondents in weighing up the costs associated with leaving their organisation.

5.5.4 Hypothesis testing: All employees

The purpose of Study 2 was to examine the influence of the three sources of workplace satisfaction (relational, job and organisation) on the three types of organisational commitment (Affective, normative and continuance). In order to test these hypotheses (refer section 5.2) standard regression analyses were undertaken using the entire sample.

To test the prediction that satisfaction with workplace relationships would be a significant predictor of employees’ emotional attachment to their organisation, affective commitment was entered into the regression equation as the criterion variable and satisfaction with colleague and manager relationships were entered simultaneously as the independent variables. The two predictors accounted for 19% of the total variance ($R^2 = .19, F (2, 143) = 17.09, p < 0.001$). Consistent with expectation, satisfaction with colleague relationships was a significant predictor of affective commitment (See Table 5.2) accounting for almost 9% of the variance in affective commitment. Although the expectation that satisfaction with manager relationships would be a significant predictor of affective commitment was not supported, it did produce a non-significant trend (See Table 5.2).

To test the expectation that job satisfaction would contribute to employees’ continuance commitment, a second standard regression analysis was conducted. Continuance commitment was entered into the regression equation as the criterion variable and job satisfaction as the independent variable. Job satisfaction accounted for a little over 2% of the total variance in continuance commitment ($R^2 = .025, F (1, 144) = 3.65, p = 0.058$), (See Table 5.2).
Table 5.2  Sources of satisfaction as predictors of affective, continuance and normative commitment for Study 2

<table>
<thead>
<tr>
<th></th>
<th>Affective Commitment</th>
<th>Continuance Commitment</th>
<th>Normative Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>R²</td>
<td>.19</td>
<td>.02</td>
<td>.05</td>
</tr>
<tr>
<td>Beta</td>
<td>Beta</td>
<td>Beta</td>
<td>Beta</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>SWCR</td>
<td>.34***</td>
</tr>
<tr>
<td>SWMR</td>
<td>.15#</td>
</tr>
<tr>
<td>JS</td>
<td>-.16#</td>
</tr>
<tr>
<td>SWO</td>
<td>.28**</td>
</tr>
<tr>
<td>SWSM</td>
<td>-.09</td>
</tr>
</tbody>
</table>

SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management,

* p < 0.05, ** p < 0.01, # p < .10

To test the contribution of satisfaction with the organisation and senior management to normative commitment, a third standard regression analysis was conducted. Normative commitment was treated as the criterion variable and satisfaction with the organisation and senior management were entered simultaneously as independent variables. The two variables (satisfaction with the organisation and senior management) accounted for 5% of the total variance in normative commitment (R² = .055, F (2, 143) = 4.16, p < 0.05). Satisfaction with the organisation proved to be the only significant predictor of normative commitment (See Table 5.2) accounting for approximately 5% of the total variance (See Table 5.2). The results show some support for all three hypothesises. Table 5.2 shows the beta coefficients for the predictors of affective, continuance and normative commitment.
5.5.5 Gender specific regression analyses

5.5.5.1 Female employees

In order to test the expectation that satisfaction with colleagues and manager relationships would be significant predictors of affective commitment for females, a separate standard regression analysis was conducted. Affective commitment was treated as the dependent variable and satisfaction with colleague and manager relationships were entered simultaneously as independent variables. The two predictor variables accounted for 17% of the total variance in affective commitment ($R^2 = .175$, $F (2, 83) = 8.83$, $p < .001$). Of the two predictor variables, satisfaction with colleague relationships was the only significant predictor for females accounting for 7% of the total variance in affective commitment (See Table 5.3).

To test the expectation that job satisfaction would be a significant predictor of continuance commitment for females, a second standard regression analysis was conducted. In this regression, job satisfaction accounted for a little over 8% of the total variance in continuance commitment ($R^2 = .086$, $F (1, 84) = 7.86$, $p < 0.01$). The negative beta coefficient observed for job satisfaction (see Table 5.3) suggested that for females, decreases in job satisfaction predicted significant increases in continuance commitment.

A third regression analysis was conducted to examine the influence that satisfaction with the organisation and satisfaction with senior management had on normative commitment for females. In this regression, the two predictor variables accounted for almost 9% of the total variance in normative commitment ($R^2 = .088$, $F (2, 83) = 3.99$, $p < 0.05$). Contrary to expectation, satisfaction with the organisation proved to be a significant predictor of normative commitment for females (See Table 5.3) accounting for approximately 9% of the variance. However, satisfaction with senior management was not found to be a significant predictor of normative commitment for females.
Table 5.3  Sources of workplace satisfaction as predictors of affective, continuance and normative commitment for male and female employees for Study 2.

<table>
<thead>
<tr>
<th></th>
<th>Affective Commitment</th>
<th>Continuance Commitment</th>
<th>Normative Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beta</td>
<td>Beta</td>
<td>Beta</td>
</tr>
<tr>
<td>Female (R² = .17)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male (R² = .23)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWCR .32**</td>
<td>.39**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWMR .15</td>
<td>.16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS - .29**</td>
<td>.04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWO .37**</td>
<td></td>
<td>.37**</td>
<td>-.04</td>
</tr>
<tr>
<td>SWSM -.21</td>
<td></td>
<td>-.21</td>
<td>.32#</td>
</tr>
</tbody>
</table>

SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management, JS = Job Satisfaction, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship. * p < 0.05, ** p < 0.01, # p < .10

5.5.5.2 Male employees

Using only males, the influence of satisfaction with colleagues and manager relationships on affective commitment was then examined. Using a standard regression analysis, it was observed that the two predictors accounted for 23% of the total variance in affective commitment (R² = .231, F (2, 57) = 8.58, p < 0.001). Consistent with the result observed for females, satisfaction with colleague relationships was a significant predictor of affective commitment for males (See Table 5.3) accounting for 12% of the variance in affective commitment, however, satisfaction with manager relationships was not (See Table 5.3).

The influence of job satisfaction on continuance commitment for males was then examined in a second standard regression analysis. Consistent with expectation, job satisfaction was not found to be a significant predictor of continuance commitment for
males (see Table 5.3), accounting for less than 1% of the variance in continuance commitment ($R^2 = .002, F (1, 58) = .120, p > 0.05$).

In order to test the expectation that satisfaction with the organisation and senior management would be a significant predictor of normative commitment for males, a third standard regression analyses was conducted. In this equation normative commitment was entered as the dependent variable and satisfaction with the organisation and senior management, entered simultaneously as independent predictor variables. Together, the predictor variables accounted for 9% of the variance in normative commitment ($R^2 = .09, F (2, 57) = 2.67, p > 0.05$). Contrary to expectation, satisfaction with the organisation was not a significant predictor of normative commitment for males (see Table 3.5). However, satisfaction with senior management did produce a non-significant trend for males accounting for 5% of the variance in normative commitment (See Table 5.3). Table 5.3 presents the sources of workplace satisfaction as predictors of organisational commitment for both male and female employees.

### 5.5.5 A. Supplementary Analysis

The previous section reported the results of regression analyses which tested specific hypotheses about the contributions of particular sources of workplace satisfaction on three types of organisational commitment. In this section, a set of supplementary analyses will be reported. These regressions explore the relative contribution of each source of satisfaction, while controlling for all other sources of workplace satisfaction, on each type of commitment.

In the first regression the set of five workplace satisfaction variables were entered together as independent variables and affective commitment was treated as the dependent variable. The five sources of workplace satisfaction accounted for 51% of the variance in affective commitment ($R^2 = .51$). Satisfaction with the organisation and job satisfaction were the only two significant predictors of affective commitment accounting for 21% and 4% of the variance respectively ($F (5, 140) = 29.54, p < .0001$, see Table 5.4A). Using the same set of workplace satisfaction variables, continuance commitment was entered as the dependent variable in the second regression. Together the set of workplace satisfaction variables accounted for 8% of the variance in continuance commitment ($R^2 = .08$). Satisfaction with colleague relationships was the only significant predictor accounting for 3% of the variance in continuance commitment.
((F (5, 140) = 2.30, p < .05, see Table 5.4A). In the third regression analysis, when normative commitment was entered as the dependent variable, the set of five workplace satisfaction variables accounted for 7% of the variance. Satisfaction with the organisation was the only significant predictor of normative commitment accounting for 4% of the variance ((F (5, 140) = 2.12, p < .05, see Table 5.4 A).

Table 5.4 A  Sources of workplace satisfaction as predictors of affective, continuance and normative commitment for Study 2

<table>
<thead>
<tr>
<th></th>
<th>Affective Commitment</th>
<th>Continuance Commitment</th>
<th>Normative Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R² = .51</td>
<td>R² = .08</td>
<td>R² = .07</td>
</tr>
<tr>
<td>Beta</td>
<td>Beta</td>
<td>Beta</td>
<td>Beta</td>
</tr>
<tr>
<td>SWCR</td>
<td>.08</td>
<td>-.21*</td>
<td>-.06</td>
</tr>
<tr>
<td>SWMR</td>
<td>-.05</td>
<td>-.01</td>
<td>-.09</td>
</tr>
<tr>
<td>JS</td>
<td>.19*</td>
<td>-.18</td>
<td>.16</td>
</tr>
<tr>
<td>SWO</td>
<td>.49***</td>
<td>.09</td>
<td>.25*</td>
</tr>
<tr>
<td>SWSM</td>
<td>.14</td>
<td>-.04</td>
<td>-.09</td>
</tr>
</tbody>
</table>

SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management, * p < 0.05, ** p < 0.01, *** p < 0.001.

5.6  Discussion

The purpose of Study 2 was to examine the relationship between gender, three sources of workplace satisfaction (relationships, job and organisation), and three types of organisational commitment. Partial support was found for the hypotheses tested in Study 2. When analysis was conducted on the entire sample, some support was found for the expectation that satisfaction with colleague and manager relationships would predict affective commitment. Satisfaction with colleague relationships was found to be a significant predictor of affective commitment however only a non-significant trend
was observed for satisfaction with manager relationships. The expectation that job satisfaction would significantly predict continuance commitment was not supported. The expectation that satisfaction with the organisation would predict normative commitment was supported, however the expectation that satisfaction with senior management would also predict normative commitment was not.

Partial support was also found for the gender related hypotheses. Support was found for the expectation that satisfaction with colleagues would significantly predict affective commitment for females, however this relational source of workplace satisfaction was also found to be a significant predictor for male employees. Contrary to expectation, satisfaction with manager relationships was not found to be a significant predictor of affective commitment for females. The expectation that job satisfaction would be a significant predictor of continuance commitment for females although supported, was in the opposite direction to what was predicted, suggesting that as job satisfaction for females decreased, their level of continuance commitment towards the organisation increased. Finally, the expectation that satisfaction with the organisation and senior management would be a significant predictor of normative commitment for males was not supported. What was observed was that satisfaction with the organisation was a significant predictor of normative commitment for females, while only satisfaction with senior management as a predictor of normative commitment produced only a non-significant trend for males. Results for each of the six hypotheses tested in Study 2 are discussed below.

5.6.1 Gender, sources of workplace satisfaction and types of organisational commitment

In the following sub-sections, the results relating to the influence of the three sources of workplace satisfaction and gender on organisational commitment are discussed.

5.6.1.1 Gender and relational sources of workplace satisfaction and affective commitment.

The expectation that satisfaction with colleague relationships would be a significant predictor of affective commitment was supported. This result suggested that a person’s emotional attachment to their organisation is, in part, predicted by the quality
of their relationships with their colleagues. This result was consistent with previous research that has supported the view that positive social interactions and working relationships lead to emotional attachment, i.e., affective commitment, to the organisation (Meyer et al., 2002; Heffner & Rentsch, 2001). It appears that satisfactory relationships with immediate work colleagues play an important part in determining how an employee will ultimately view their organisation. For an employee to have a strong sense of belonging to their organisation, feel emotionally attached to it and generally feel part of the ‘family’, they need to feel that they can depend on their work colleagues, work with people who really care and generally have good interpersonal relationships with those they work closely with.

Contrary to expectation, satisfaction with manager relationships was not found to be a significant predictor of affective commitment although a non significant trend was observed. This suggested that although the quality of relationships between employees and their direct manager did not significantly influence their emotional attachment to the organisation for this sample, this relationship was in the hypothesised direction. This result provides some support for previous research that indicates that quality of exchange between manager and employee will directly influence an employee’s commitment towards their organisation (Kacmar & Carlson, 1999; Meyer et al., 2002).

The expectation that satisfaction with colleagues and manager relationships would be a significant predictor of affective commitment for females only was not supported. For both male and female employees, satisfaction with colleague relationships proved to be a significant predictor of their affective commitment towards the organisation, however satisfaction with their direct manager did not. This result suggested that in this sample, both men and women equally valued relational sources of satisfaction and that workplace relationships played an important part in determining their level of emotional attachment towards their organisation. This result supports previous research that suggests that both men and women are equally social and have equal needs for belongingness (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995). Baumeister and Sommer (1997) also argued that although men and women have equal needs for belongingness, they adopt different strategies; women are more likely to develop a small number of close relationships whereas men are more likely to develop relationships within larger groups. Although the results from this study did not identify the different motivations and strategies that men and women
adopt in forming workplace relationships, it does provide support for the proposition that both men and women have a need for satisfactory colleague relationships. Furthermore, the level of satisfaction gained through colleague relationships is a significant factor in predicting how they feel towards their organisation (affective commitment).

5.6.1.2 Gender, job satisfaction and continuance commitment

Consistent with the results observed in Study 1, the expectation that job satisfaction would positively predict continuance commitment was not supported. When analysis was conducted on the entire sample, a non-significant trend in the opposite direction was observed suggesting that as job satisfaction decreased, the perceived costs associated with leaving the organisation increased. When the sample was analysed separately for males and females, job satisfaction was found to significantly and negatively predict continuance commitment for females only.

One possible explanation for this result is that the female employees in this sample, rather than seeing job satisfaction as a factor to take into account when considering whether to stay or leave the organisation (cost/benefit), tended to see the lack of job satisfaction as increasing their awareness of what they may stand to lose if they decide to leave the organisation. In other words, as female employees became less satisfied with their jobs, they may have become more aware of the costs associated with leaving their organisation, putting them in a position where they may have felt that they have to stay (McGee & Ford, 1987; Meyer et al., 2002). It could also be argued that as job satisfaction decreased for female employees, their decision to stay was just as likely to be influenced by such loss factors as the time they had invested in developing job skills that they perceived were not easily transferable to other organisations, convenience of travel, child care services, flexible working hours and good personal workplace relationships. As such, female employees may have perceived that they were better off enduring an unsatisfying job than taking the risk of seeking alternative employment that would provide less benefits i.e., ‘The Devil you know is better than the Devil you don’t’.

Wahn (1998) argued that there are fundamental differences in the way in which men and women view their employment. In her study, Wahn (1998) found that women had higher levels of continuance commitment than men. She argued that there were a number of likely reasons for this. Women are more likely than men to perceive
discrimination in the workplace, particularly in the hiring and promotion process. As such, this is likely to create the perception that achieving a comparable position in another organisation as being risky, thereby increasing the belief of a lack of alternative employment outside the organisation. The results in the present study provide some support for Wahn’s (1998) findings. The present results indicate that for female employees, as job satisfaction decreased, their level of continuance commitment increased. This may well suggest that for females, as the job decreases in satisfaction, the perception that gaining similar employment outside the organisation is unlikely, increases. Similar employment is also likely to take into account the benefits associated with the current employment such as work location, child minding facilities, established friendships, and time invested in building a career. As such, the drop in job satisfaction for women in this sample may have activated their concerns about obtaining employment with similar benefits outside of their organisation leading to an increase in their level of continuance commitment.

In a related study, Casper, Martin, Buffardi and Erdwins (2002) found that for working mothers, work interfering with family (WIF) significantly predicted their continuance commitment. They argued that female employees with high WIF were less emotionally attached to their organisations and felt that continuing with their jobs was more of a necessity rather than a choice. Casper et al. (2002) suggested that such employees dealt with the dissonance of keeping a job that disrupted family life by convincing themselves that they ‘have to’ or that they ‘have no choice’. Although WIF is not directly related to job satisfaction, this study does provide a further explanation for the result observed in Study 2. The results observed in the present study may suggest that as job satisfaction decreases, female employees may have become more aware the cost associated with leaving the organisation. In order to deal with the dissonance between the loss of satisfaction in the job and the loss of benefits that they believe will occur if they leave the organisation, female employees are more likely to express their continued commitment to the organisation on the basis that they ‘have to stay’ as appose to wanting to stay.

5.6.1.3 Gender, organisational sources of workplace satisfaction and normative commitment

Support was found for the expectation that satisfaction with the organisation would be a significant predictor of normative commitment for this sample of
employees. Consistent with the results observed in Study 1, satisfaction with the performance of the organisation influenced respondent’s feelings of loyalty and sense of obligation towards it. This result supported previous research that has suggested that loyalty and obligation towards the organisation is likely to increase as employees’ perception of fair treatment from the organisation and belief that their values are similar to those of the organisation increase (O’Reilly & Chatman; 1986; Eisenberger et al., 1986; Meyer & Allen, 1991). No support was found for the expectation that satisfaction with senior management would influence respondent’s normative commitment. This result was consistent with the result observed in study 1, suggesting that employees’ views about their senior management is quite separate from how they feel about their organisation as a whole.

When gender was examined a different pattern of results emerged. No support was found for the hypothesis that satisfaction with the organisation as well as senior management would be a significant predictor of normative commitment for males only. Satisfaction with the organisation was found to be a significant predictor of normative commitment for females but not males, while satisfaction with senior management was found not to be a significant predictor of normative commitment for males or females, although a non-significant trend was observed for males. In a recent study, Ramamoorthy and Flood (2004) provided a possible explanation for this result. In their study they examined the perceptions of distributive justice by men and women and their influence on affective and normative commitment. Ramamoorthy and Flood (2004) defined distributive justice as the perceived equity and fairness of the organisation towards its employees. The study showed that when perceptions of distributive justice were high for both men and women, women reported greater levels of affective commitment than men. Ramamoorthy and Flood (2004) suggested that within the backdrop of income inequality that still exists between men and women within the workplace, women are more responsive than men to organisations that they perceive to be fair and equitable in their treatment of employees. In the present study, although procedural justice was not studied directly, there were a number of items within the scale ‘Satisfaction with the organisation’ that addressed this issue. Such items as ‘My organisation treats its staff ethically’ and ‘I think my organisation’s policies are fair and reasonable’ are two items within this scale that reflect the perceptions of distributive justice displayed by the organisation. It could be argued in the present study that satisfaction towards the organisation was a stronger predictor of normative commitment...
for women because women may perceive that ethical and fair organisations that provide them with equal opportunities are worthy of their loyalty.

It was interesting to find that for males, although satisfaction with the organisation was not significant, a non-significant trend was observed for satisfaction with senior management predicting normative commitment. This suggested that as males experience greater levels of satisfaction with their senior management there is a trend that suggests they are likely to express higher levels of loyalty towards their organisation. Research on gender and self-aspects has suggested that males are more likely than females to be collective and to respond to a larger sphere of social relationships (Baumeister & Sommer, 1997; Kashima et al., 1995). According to Baumeister and Sommer (1997), men seek social connection in groups to enable them to compete for a good position within the status hierarchy. At the heart of men’s attraction to larger groups, according to Baumeister and Sommer (1997), are status and power and the related issue of dominance. Within larger groups men are more likely than women to compete for status. They tend to see power and position within the group as a way of connecting with others within a group, or in the present case an organisation. Based on this view, it could be argued that men are likely to view senior management, in a hierarchical sense and as such playing an important role in their commitment towards the organisation. Perceptions by males that the senior management of the organisation treat their staff fairly, keep the promises that they make and trust their staff, may reinforce the constructive nature of the hierarchy within the organisation, thus communicating to males that within this organisation it is possible to achieve status and power if one remains loyal to it.

5.6.2 Summary

Consistent with Study 1, partial support was found for the hypotheses examined in Study 2. As expected, satisfaction with colleague relationships was a significant predictor of affective commitment, while satisfaction with manager relationships was not. However, when gender patterns were examined separately, satisfactory relationship with colleagues emerged as the only significant predictor of affective commitment for both sexes, confirming that colleague relationships play an important role in predicting affective commitment towards the organisation for both male and female employees. The expectation that job satisfaction would be a significant predictor of continuance commitment was not supported, however, when gender-
specific analyses were conducted, job satisfaction was a stronger predictor of continuance commitment for females than it was for males. Similar to Study 1, satisfaction with the organisation was found to be a significant predictor of normative commitment, while satisfaction with senior management was not. When gender was examined, it was found that in Study 2, satisfaction with the organisation predicted normative commitment for female employees only, while for males, a non-significant trend was observed for the influence of satisfaction with senior management on normative commitment.

In this Study, an examination of gender-specific patterns of employee responses has provided an intriguing insight into the three sources of workplace satisfaction and the three types of organisational commitment. What we have observed is that for both males and females good working relationships with colleagues are an important predictor of their level of emotional attachment towards their organisation. This result is consistent with previous research that suggests that both men and women are highly social but their motivation to pursue satisfactory workplace relationships maybe quite different (Baumeister & Sommer, 1997). Job satisfaction was a significant predictor of continuance commitment for females but not for males. This result provides some insight into how women in the workforce may view their jobs and the role that the lack of job satisfaction may play in determining the type of commitment they may have towards their organisation. Consistent with research, this result suggests that for females, as the job decreases in satisfaction, the perception that gaining similar employment outside is unlikely (availability of alternative employment) increases (Wahn, 1998). For females, loyalty towards the organisation is likely to emerge if it is perceived to be fair and equitable in its treatment towards them (Ramamoorthy & Flood, 2004). For males, loyalty towards their organisation appears to be influenced by their perception of their senior management, suggesting the constructive use of hierarchical power within an organisation plays an important role in securing the loyalty of male employees. In summary, for females, loyalty to the organisation appears to be influenced by how ethical they perceive the organisation to be, whereas for males, loyalty appears to be influenced by the quality of relationships they have with those who hold status and power within the organisation. The results of Study 2 provide an important insight into the role of gender in determining the sources of workplace satisfaction and their importance in predicting organisational commitment.
5.6.2 A Supplementary Analysis

Consistent with Study 1, a supplementary analysis was conducted to explore the influence of each of the five sources of workplace satisfaction on each of the 3 types of organisational commitment. After the other satisfaction variables were taken into account, job satisfaction and satisfaction with the organisation were found to be the only significant predictors of affective commitment. For the respondents in Study 2, this suggested that the satisfaction gained in their jobs and their feelings of satisfaction towards their organisation were the strongest predictors of their emotional attachment towards their organisation. Satisfaction with colleague relationships was the only significant predictor of continuance commitment after all other satisfaction variables were taken into account. The negative direction of the Beta coefficient indicated that for the respondents in Study 2, as their satisfaction with their work workplace relationships with colleagues reduced, their feelings of continuance commitment towards their organisation increased. One possible interpretation for this result is that for these respondents, lower levels of satisfaction with co-worker relationships may have activated feelings that alternative employment was unlikely to produce better workplace relationships. Consistent with Study 1, satisfaction with the organisation was found to be the only significant predictor of normative commitment after all other sources of workplace satisfaction examined in this study were taken into account. This suggested that positive attitudes towards the organisation was a strong predictor of employee loyalty.
Chapter 6
Study Three

6.1 Introduction

In Study 1 and 2, partial support was observed for the RIC-SSC model of self-aspects, sources of workplace satisfaction and organisational commitment model described in Chapter 3 (see Figure 1). There were, however, a number of results that were inconsistent with expectation. In Study 1, it was anticipated that relational self-aspects would predict relational sources of workplace satisfaction, however only partial support was found, with relational self-aspects only predicting satisfaction with colleague relationships but not satisfaction with manager relationships. Contrary to expectation, individual self-aspects failed to predict job satisfaction, while consistent with expectation, collective self-aspects predicted satisfaction with the organisation and senior management.

The inconsistent results observed in Study 1 may have been influenced by the general nature of the self-aspects scale. In other words, the general self-aspects scale used in Study 1 may not have been sufficiently work content specific to elucidate the role of self within the workplace context. In order to address this potential limitation, a work specific self-aspects scale was introduced in Study 3. It was anticipated that a work specific self-aspects scale would allow for a more accurate examination of the influence of context specific self on sources of workplace satisfaction and types of organisational commitment. In Study 3 the relationships between work specific self-aspects, sources of workplace satisfaction and organisational commitment were examined. In addition, the influence of gender on work-specific self-aspects, workplace satisfaction and organisational commitment was explored.

6.3 Research aims and hypotheses

6.2.1 Relational work self-aspects, relational sources of workplace satisfaction and affective commitment

It was expected that employees with strong relational work self-aspects would value and seek out satisfactory workplace relationships with work colleagues and their direct manager or supervisor. Satisfactory relationships with direct managers or supervisors have been shown to be important in creating a favourable environment
directly influencing individual’s affective commitment towards their organisation (Meyer et al., 2002). Satisfactory relationships with peers have also been associated with providing comfort, security and a sense of belongingness on the job (Kram, 1988). Positive social interactions with immediate work colleagues have also been found to directly influence affective commitment (Heffner & Rentsch, 2001). It would therefore be expected that if an employee with strong relational work self-aspects were to experience satisfactory relationships with both their direct manager and their work colleagues that this experience would positively influence their affective commitment towards the organisation. Therefore it was hypothesised that when the set of three work self-aspects was used to predict affective commitment, relational work self-aspects would be a significant predictor of affective commitment. Further, when satisfaction with colleague relationships and satisfaction with manager relationships was entered in to the regression equation at step two, relational work self-aspects together with satisfaction with colleagues and manager relationships would be significant predictors of affective commitment.

6.2.2 Individual work self-aspects, job satisfaction and continuance commitment

It was proposed that employees with strong individual work self-aspects would be motivated to pursue aspects of the job that are intrinsic by nature and that promote feelings of competence, enabling them to individuate from others through task achievement. Intrinsic aspects of the job that would encourage personal growth would include autonomy, accomplishment and personal satisfaction, challenging work, opportunities for training and development and career advancement. If work place experiences for employees with strong individual work self-aspects are congruent with these values, then these experiences are likely lead to feelings of commitment towards the organisation. Recent research has supported the view that for people with strong individual self-aspects, satisfaction with the job content is a key predictor of the perceived costs associated with quitting the organisation (Wasti, 2003). It is proposed that employees with strong individual work self-aspects who gain satisfaction in the job are likely to experience feelings of continuance commitment towards their organisation. Therefore, it was hypothesised that when the set of three work self-aspects was used to predict continuance commitment, individual work self-aspects would be a significant predictor of continuance commitment. Further, when job satisfaction was
entered into the regression equation at step two, individual work self-aspects together
with job satisfaction would significantly predict continuance commitment.

6.2.3 Collective work self-aspects, collective sources of workplace satisfaction and
normative commitment

It was anticipated that employees with strong collective work self-aspects would respond positively to an organisation that reciprocated their loyalty through perceived organisational support, whose values were consistent with theirs and who felt that the organisation held policies that were fair and reasonable and that it treated its staff ethically. Because senior management are often seen as heads of the organisation, it was expected that employee’s with strong collective self-aspects are also likely to express support and satisfaction towards the senior management team. It was also expected that employees with strong collective work self-aspects would be motivated by a sense of belonging to their organisation and were likely to demonstrate loyalty to it by expressing pride in being part of the organisation. This loyalty was likely to be strengthened by the level of satisfaction gained from the organisation and its senior management. It was therefore expected that this sense of loyalty and obligation would influence the development of normative commitment for those with strong collective work self-aspects. In summary, those with strongly developed collective work self-aspects who gain satisfaction with the organisation and its senior management are likely to experience normative commitment towards their organisation. It was therefore hypothesised that when the set of three work self-aspects was used to predict normative commitment, collective work self-aspects would be a significant predictor of normative commitment. Furthermore, when satisfaction with the organisation and satisfaction with senior management were entered in to the regression equation at step two, collective work self-aspects together with satisfaction with the organisation and satisfaction with senior management would be significant predictors of normative commitment.

In addition, based on the results observed in relation to gender and the influence of aspects of workplace satisfaction on organisational commitment in Study 2, gender-specific patterns of work self-aspects, sources of workplace satisfaction and organisational commitment were also explored in Study 3.
6.3 Method

6.3.1 Participants

The respondents were employees from an Australian financial institution. A total of 119 people completed the survey, 73 females, and 41 males with 5 respondents not disclosing their gender. Forty nine per cent of respondents had less than three years experience with the organisation, 23% between 3-6 years, while 20% had 6-20 years experience. Ten percent of respondents held management positions of which 33% were female and 66% were male, 13% held supervisor positions of which 40% were female and 47% were male (13% did not disclose their gender), while 76% were staff members of which 69% were female, 27% male (13% did not disclose their gender). Eighty one percent were full time employees while 18% were part time and 1% were contractors.

6.3.2 Materials

6.3.2.1 Sources of workplace satisfaction and organisational commitment

With exception to the self-aspects scale, the same survey items used in Studies 1 and 2 were used in Study 3. The first scale, which was called ‘Satisfaction with the organisation’, consisted of 9 positively worded items designed to measure respondent’s attitudes towards the organisation and their perception of its performance. The second scale, ‘Satisfaction with senior management’ consisted of 5 items designed to measure respondent’s attitudes towards the senior management of the organisation. A 7-point scale was used to measure the items in both scales where 1 was ‘strongly disagree’ and 7 was ‘strongly agree’.

Satisfaction with the job and workplace relationships was measured by three satisfaction scales; ‘job satisfaction’ which consisted of 9 items, ‘satisfaction with colleague relationships’ which consisted of 7 items and ‘satisfaction with manager relationships’ consisting of 4 items. A 7-point scale was used to measure respondent’s satisfaction levels with 1 indicating low satisfaction and 7 indicating high satisfaction.

Twelve items were selected from Allen and Meyer’s (1990) organisational commitment scales (Affective, normative and continuance) to assess respondent’s levels of commitment to their organisation. All items selected from each of the three commitment scales were positively scored. These items were assessed on a 7-point rating scale where 1 was ‘strongly disagree’ and 7 was ‘strongly agree’.
6.3.2.2 Work self-aspects scale

A newly developed 9-item work-related relational, individual and collective self-aspects scale (Hardie, 2005, unpublished) was used to measure respondent’s self-orientation within a work context. The scale consisted of three work-related sentence stems, each stem followed by three statements reflecting work related self-orientation (for example: ‘In the workplace, I think it is important to strive for…my own personal success, the success of a close colleague, the success of my department’). Respondents were asked to rate each statement on a 7-point scale in terms of how true or not true it was for them. The end points of this scale were 1 ‘does not describe me’ and 7 ‘describes me’.

6.4 Procedure

Study 3 formed part of an annual staff survey that was undertaken by the organisation. All respondents completed the survey online. The work self-aspects scale was added as an optional section in the survey. On completing the annual staff survey, respondents were asked to complete the additional nine questions as part of a research project. They were advised that their responses were confidential and would not form part of the organisational staff review. Respondents were required to indicate if they chose to complete the additional questions by indicating ‘yes’ or ‘no’ at which point they were thanked and advised that they had now completed the survey. One hundred ninety-eight emails were sent to employees inviting them to complete the annual staff survey online. One hundred and fifty-eight staff members responded to the survey. Of those who responded, 119 completed the optional work self-aspects scale representing a response rate of 75.3%.

6.5 Results

All scale scores were computed by calculating the mean scores for each set of relevant items. The distribution of each of the 11 scales was assessed for shape and normality. An examination of each of the scales indicated that except for continuance commitment, which was positively skewed and platykurtic, the balance of scales were negatively skewed and leptokurtic with the exception of satisfaction with colleague relationships, normative commitment and collective work self aspect scales which were flatter in distribution (platykurtic). An examination of the Lilliefors statistic indicated
that, except for continuance commitment (K-S (118) = .071, p > .200) and normative commitment (K-S (118) = .071, p > .200) the scales were not normally distributed. Box plots were used to identify outliers in each scale. The 31 outliers observed throughout the 11 scales, fell below the mean suggesting that they represented a group of respondents that disagreed with the majority of respondents on these scales. Consistent with Studies 1 and 2 a decision was made to retain these cases in the analysis of the data. To maintain consistency with Studies 1 and 2, the untransformed data was analysed and presented.

6.5.1 Sample descriptives

Table 6.1 shows the scale means, standard deviations, correlations and scale alphas for Study 3. Mean scores for each of the three work self-aspects scales were also consistently high, indicating that participants had strongly defined work-related self aspects. The mean scores for the scales measuring sources of workplace satisfaction were also high, suggesting that participants expressed high levels of satisfaction with their workplace. Mean scores for organisational commitment indicated that affective commitment scores were high followed by more moderate scores for normative and then continuance commitment indicating that participants had strong feelings of emotional attachments towards their organisation. The coefficient alphas for each of the eight satisfaction and commitment scales were consistently high, demonstrating good internal reliability (see Table 6.1). However, the coefficient alphas for each of the work self-aspect scales were moderate to low indicating poor internal reliability (see Table 6.1).

Paired sample t-tests for repeated measures were conducted to explore within subject differences between mean scores for each of the 3 sets of variables; satisfaction, organisational commitment and work self aspects.
Table 6.1 Means, standard deviations, correlations and scale alphas for Study 3 variables.

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<tr>
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<th>Mean</th>
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<td>.91</td>
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<td>.60**</td>
<td>.93</td>
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<td>4. SWCR</td>
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<td>1.07</td>
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<td>.47**</td>
<td>.66**</td>
<td>.91</td>
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<td>.67**</td>
<td>.72**</td>
<td>.62**</td>
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<td>.71**</td>
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<td>.48**</td>
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<td>.17*</td>
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<td>8. NC</td>
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<td>.17</td>
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<td>9. R work self</td>
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<td>.28**</td>
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<td>.27**</td>
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<td>.19*</td>
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<td>-.11</td>
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<td>-.02</td>
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<td>.06</td>
<td>.16</td>
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<td>.59</td>
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<td>11. C work self</td>
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<td>.83</td>
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<td>.23*</td>
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<td>.56**</td>
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<td>.52</td>
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</table>

SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management, JS = Job Satisfaction, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, AC = Affective commitment, CC = Continuance commitment, NC = Normative commitment, R work self = Relational work self-aspects, I work self = Individual work self-aspects, C work self = Collective work self-aspects. * p < 0.05, ** p < 0.01
In examining the differences in satisfaction scores it was observed that employees were more satisfied with their organisation than they were with their senior management (t (118) = 6.67, p < 0.001) and were more satisfied with their relationships with their work colleagues than they were with their job (t (118) = -3.42, p < 0.01), but were more satisfied with their relationship with their direct manager than they were with their jobs (t (118) = -5.21, p < 0.001). However, they expressed equal levels of satisfaction towards their colleagues and direct manager relationships (t (118) = -1.44, p > 0.05).

In examining the differences between organisational commitment scores it was observed that employees expressed higher levels of affective commitment than continuance (t (118) = 11.18, p < 0.001) and normative (t (118) = 9.79, p < 0.001) commitment and higher levels of normative than continuance commitment (t (118) = -3.87, p < 0.001).

It was also observed that employee’s collective work self-aspects were stronger than their relational work self-aspects (t (118) = -5.44, p < 0.001) and individual work self-aspects (t (118) = -4.33, p < 0.001). No difference was observed between employee’s level of individual work self-aspects and relational work self-aspects (t (118) = 1.20, p > 0.05); i.e., employees reported similarly strong relational and individual work self-aspects.

6.5.2 Gender

Independent samples t-tests where conducted to examine gender differences on all variables. No gender differences where observed for satisfaction with the organisation, job satisfaction, satisfaction with colleague relationships, and satisfaction with manager relationships, affective, continuance or normative commitment or for relational, individual or collective work self-aspects. However consistent with Study 2, differences were observed for males who were more satisfied with senior management than females (Males: M = 5.88, SD. = 1.01; Females: M = 5.43, SD = 1.29, t (100.44) = -2.07, p < .05).

6.5.3 Relationship between variables

An examination of the correlation matrix indicated a number of significant relationships among the scales. A moderate significant correlation was observed between satisfaction with the organisation and normative commitment, however, the
relationship between satisfaction with senior management and normative commitment was not significant. This pattern of correlations mirrored those observed in Study 2 suggesting that respondent’s loyalty towards their organisation (normative commitment) was more related to their feelings towards the organisation itself rather than to the senior management of the organisation. The moderate positive correlations observed between collective work self-aspects and satisfaction with the organisation and senior management were consistent with expectation.

Moderately strong positive correlations were observed between the relationship variables (satisfaction with colleagues and manager relationships) and affective commitment. Consistent with expectation, this suggested that respondent’s emotional attachment to their organisation covaried with the quality of their immediate working relationships. However the expected relationship between relational work self-aspects and aspects of workplace relationships was not as clear. A moderate positive correlation was observed between relational work self-aspects and satisfaction with colleague relationships, but a non-significant relationship was observed between relational work self-aspects and satisfaction with manager relationships. This suggested that in relation to sources of workplace satisfaction, for relational work self-aspects, the only significant relationship was with workplace colleagues.

Consistent with Studies 1 and 2, no significant relationship was observed between job satisfaction and continuance commitment. This suggested that satisfaction with one’s job was not related to either the perceived investments made in the job or the perceived costs associated with leaving the organisation. Job satisfaction appeared to more strongly relate to respondent’s emotional attachment (affective commitment) to their organisation. Contrary to expectation the relationship between individual work self-aspects and job satisfaction was not significant which suggested that job satisfaction was not a significant source of workplace satisfaction for individual work self-aspects. Collective work self-aspects were found to correlate significantly with all satisfaction variables measured in this study. This suggested that the strength of respondent’s collective self-aspects increased so did their satisfaction with the organisation, its senior management, colleagues, managers and the job. Table 6.1 shows the means, standard deviations, scale alphas and correlations between scales for Study 3.
6.5.4 Hypothesis testing

In order to test the three hypotheses (see section 6.2), which examined the influence of relational, individual and collective work-related self-aspects and sources of workplace satisfaction (organisation, senior management, colleagues, manager and job) on the three types of organisational commitment (affective, continuance and normative) a series of separate hierarchical regression analyses were undertaken.

To test the first hypothesis, that relational work self-aspects and satisfaction with workplace relationships would predict affective commitment, the set of relational, individual and collective work self-aspects was entered at step 1 and satisfaction with colleague relationships and satisfaction with manager relationships were entered at step 2 of the regression analysis. Affective commitment was treated as the dependent variable. At the first step, the set of work self-aspects accounted for 22% of the variance in affective commitment ($R^2 = .22$, $F (3, 114) = 10.94$, $p < .001$) with collective work self-aspects being the only significant predictor accounting for 14% of the variance in affective commitment (see Table 6.2). At step 2, when satisfaction with manager and satisfaction with colleague relationships were added to the equation, they accounted for 44% of variation in affective commitment ($R^2 = .44$, $F (5, 112) = 17.66$, $p < .001$). At the final step, collective work self-aspects, satisfaction with colleagues and satisfaction with manager relationships were all significant independent predictors of affective commitment. Collective work self-aspects accounted for 13% of the variance in affective commitment while satisfaction with colleague relationships and satisfaction with manager relationships accounted for 5% and 9% respectively (see Table 6.2).

A second hierarchical regression analysis was then used to test the prediction that individual work self-aspects together with job satisfaction would predict significant variation in continuance commitment. No support was found for this hypothesis. The set of independent variables, relational, individual and collective work self-aspects were entered at step 1 with continuance commitment treated as the dependent variable. Together, the set of work self-aspects was found to account for 3% of the variance in continuance commitment ($R^2 = .03$, $F (3, 114) = 1.25$, $p > .05$). When job satisfaction was added at step 2, no change in $R$ square was observed ($\Delta R^2 = .000$, $F (4, 113) = .93$, $p > .05$). None of the independent variables entered into the regression equation at either step 1 or 2 were significant (See Table 6.2). Contrary to expectation, neither job satisfaction nor individual work self-aspects contributed significantly to the variance in continuance commitment.
Table 6.2  Predictors of affective, normative and continuance commitment for Study 3

<table>
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<th>Normative Commitment</th>
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<td></td>
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R work self = Relational work self-aspects, I work self = Individual work self-aspects, C work self = collective work self-aspects, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management.  * p < 0.05,  ** p < 0.01,  *** p < 0.001.
To test the expectation that collective work self-aspects together with satisfaction with the organisation and senior management would produce significant variation in normative commitment, a third hierarchical regression analysis was conducted with normative commitment being treated as the dependent variable. When relational, individual and collective work self-aspects were entered as independent variables at the step 1, they accounted for 15% of the variation in normative commitment ($R^2 = .15, F (3, 14) = 6.53, p < .001$). At step 1, collective work self-aspects and individual work self-aspects were significant independent predictors with collective work self-aspects accounting for 10% and individual work self-aspects accounting for 3% of the variance in normative commitment (See Table 6.2). When satisfaction with the organisation and satisfaction with senior management was added to the equation at step 2, they contributed an additional 5% to the variation in normative commitment ($\Delta R^2 = .05, F (5, 112) = 5.51, p < .001$). In the final step, collective work self-aspects, individual work self-aspects and satisfaction with the organisation were significant predictors accounting for 5%, 4% and 5% respectively of the variance in normative commitment (See Table 6.2).

6.5.5 Gender specific regression analyses

In order to examine gender specific patterns of work self-aspects, sources of workplace satisfaction on organisational commitment, each of the three hypotheses were retested separately for male and female employees (see Table 6.3).

6.5.5.1 Female employees

Selecting only female employees, a hierarchical regression analysis was conducted to examine the influence of relational work self-aspects together with satisfaction with colleague and manager relationships on women’s levels of affective commitment. At step 1, the set of relational, individual and collective work self-aspects were entered as independent variables and affective commitment was treated as the dependent variable. In the first step, work self-aspects accounted for 29% of the variance in affective commitment ($R^2 = .29, F (3, 69) = 9.22, p < .001$), with collective work self-aspects being the only significant predictor accounting for 23% of the variance (see Table 6.3).
Table 6.3  Study 3 Predictors of affective, normative and continuance commitment for male and female employees

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<th>Affective Commitment</th>
<th>Continuance Commitment</th>
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<td>C work self</td>
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R work self = Relational work self-aspects, I work self = Individual work self-aspects, C work self = collective work self-aspects, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management, * p < 0.05, ** p < 0.01, *** p < 0.001
When satisfaction with colleagues and satisfaction with manager relationships were entered with the set of work self-aspects at step 2, they accounted for 43% of the variance in affective commitment ($R^2 = .43$, $F (5, 67) = 10.29$, $p < .001$), with satisfaction with manager relationships being the only significant predictor accounting for 6% of the variance.

Selecting female employees, a second hierarchical regression analysis was then used to examine whether individual work self-aspects together with job satisfaction would predict significant variation in continuance commitment. The set of relational, individual and collective work self-aspects were entered at step 1 with continuance commitment being treated as the dependent variable. Together, the set of work self-aspects was found to account for 4% of the variance in continuance commitment ($R^2 = .04$, $F (3, 69) = .89$, $p > .05$). When job satisfaction was added at step 2, no change in $R$ square was observed ($R^2 = .04$), $F (4, 68) = .67$, $p > .05$). None of the independent variables entered into the regression equation at either step 1 or 2 were found to be significant predictors of continuance commitment for female employees (See Table 6.3).

A third hierarchical regression analysis was then conducted to examine whether female employees’ collective work self-aspects together with satisfaction with the organisation and senior management would be significant independent predictors of normative commitment. At step 1, relational, individual and collective work self-aspects were entered as independent variables and normative commitment was treated as the dependent variable. At the first step, the set of work self-aspects, accounted for 20% of the variance in normative commitment ($R^2 = .20$, $F (3, 69) = 5.92$, $p < .01$). Collective work self-aspects was the only significant predictor accounting for 19% of the variance in normative commitment with a non-significant trend observed for relational work self-aspects accounting for 5% of the variance (see Table 6.3). At step 2, adding satisfaction with the organisation and satisfaction with senior management to the model accounted for a further 5% of variation in normative commitment ($R^2 = .25$, $F (5, 67) = 4.43$, $p < .01$). In the final step, collective work self-aspects was the only significant predictor of normative commitment for female employees accounting for 11% of the variance in normative commitment. A non-significant trend was observed for satisfaction with the organisation accounting for 4% of the variance in normative commitment.
6.5.5.2 Male employees

Selecting only male employees, a hierarchical regression analysis was conducted to examine the influence of relational work self-aspects together with satisfaction with colleague and manager relationships on men’s levels of affective commitment. At step 1, the set of relational, individual and collective work self-aspects was entered as independent variables and affective commitment was entered as the dependent variable. At the first step, work self-aspects accounted for 30% of the variance in affective commitment ($R^2 = .30$, $F (3, 37) = 5.28, p < .001$). Collective work self-aspects were the only significant predictor accounting for 16% of the variance in affective commitment (see Table 6.3). When satisfaction with colleagues and satisfaction with manager relationships were entered into the regression model together with the set of work self-aspects at step 2, this set of variables accounted for 58% of the variance in affective commitment ($R^2 = .58$, $F (5, 35) = 9.87, p < .001$). In the second step, collective work self-aspects and satisfaction with colleague relationships were the only significant independent predictors of affective commitment for male employees. Collective work self-aspects accounted for 14% of the variance in affective commitment while satisfaction with colleague relationships accounted for 18%.

A second hierarchical regression analysis was then used to test the expectation that individual work self-aspects together with job satisfaction would predict significant variation in continuance commitment for male employees. The set of independent variables, relational, individual and collective work self-aspects was entered at step 1, with continuance commitment entered as the dependent variable. Together, the set of work self-aspects accounted for 16% variance in continuance commitment ($R^2 = .16$, $F (3, 37) = 2.31, p > .05$). When job satisfaction was added at step 2, the model accounted for less than 1% variance in continuance commitment for male employees ($\Delta R^2 = .01$, $F (4, 36) = 1.76, p > .05$). None of the independent variables entered into the regression equation at either step 1 or 2 were significant independent predictors of continuance commitment for male employees (See Table 6.3).

A third hierarchical regression analysis was then conducted to examine the expectation that men’s collective work self-aspects together with satisfaction with the
organisation and senior management would be significant independent predictors of normative commitment. At step 1, the set of work self-aspects was entered as independent variables and normative commitment treated as the dependent variable. At the first step, work self-aspects, accounted for 19% of the variance in normative commitment ($R^2 = .19$, $F (3, 37) = 2.95, p < .05$) producing no significant independent predictors. At step 2, adding satisfaction with the organisation and satisfaction with senior management to the model accounted for a further 2% of variation in normative commitment ($\Delta R^2 = .02, F (5, 35) =1.92, p > .05$). Although none of the predictors in step 2 were significant, a non-significant trend was observed for individual work self-aspects, which accounted for 8% of the variance in normative commitment for male employees (see Table 6.3).

6.5.5 A Supplementary Analysis

In order to test the full influence of the set of 3 work self-aspects, together with the set of 5 sources of workplace satisfaction on each of the 3 types of organisational commitment a number of supplementary regression analyses were conducted. In the first analysis where affective commitment was treated as the dependent variable, the set of work self-aspects was entered into step one of the regression equation and accounted for 22% of the variance in affective commitment ($R^2 = .22$, $F (3, 114) = 10.94, p < .001$). Collective work self-aspects was the only significant predictor accounting for 14% of the variance in affective commitment (see Table 6.3 A). At step 2, when the set of 5 sources of workplace satisfaction were added to the equation, they accounted for additional 50% of the variance in affective commitment ($\Delta R^2 = .50, F (8, 109) = 35.51, p < .001$). At the final step, collective work self-aspects, satisfaction with the organisation, satisfaction with senior management and job satisfaction were significant independent predictors of affective commitment. Collective work self-aspects accounted for 5% of the variance in affective commitment while satisfaction with the organisation, satisfaction with senior management and job satisfaction accounted for 21%, 7% and 4% respectively (see Table 6.3 A).

In the second supplementary regression analysis, continuance commitment replaced affective commitment as the dependent variable. When the set of work self-aspects were entered into step 1 of the equation, they accounted for only 3% of the variance in continuance commitment ($R^2 = .03$, $F (3, 114) = 1.25, p > .05$). When the set of 5
workplace satisfaction variables were added to the equation in step 2, they accounted for an additional 9% of the variance in continuance commitment ($\Delta R^2 = .09$, $F (8, 109) = 1.97$, $p > .05$), with satisfaction with the organisation being the only significant predictor accounting for 3% of the variance in continuance commitment.

In the third supplementary regression analysis, normative commitment replaced continuance commitment as the dependent variable. When the set of work self-aspects were entered into step 1 of the equation, they accounted for 15% of the variance in normative commitment ($R^2 = .15$, $F (3, 114) = 6.53$, $p < .001$). In step 1, individual and collective work self-aspects were both significant predictors accounting for 3% and 10% of the variance in normative commitment respectively. When the set of 5 workplace satisfaction variables were added to the equation in step 2, they accounted for an additional 7% of the variance in normative commitment ($\Delta R^2 = .07$, $F (8, 109) = 3.86$, $p < .001$). In step 2, individual and collective self-aspects together with satisfaction with the organisation were significant predictors each accounting for 4% of the variance in normative commitment.
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R work self = Relational work self-aspects, I work self = Individual work self-aspects, C work self = collective work self-aspects, SWCR = Satisfaction with colleague relationships, SWMR = Satisfaction with manager relationship, JS = Job Satisfaction, SWO = Satisfaction with organisation, SWSM = Satisfaction with senior management. * p < 0.05, ** p < 0.01, *** p < 0.001.
6.6 Discussion

The aim of Study 3 was to examine the influence of work self-aspects and sources of workplace satisfaction on organisational commitment. It was anticipated that by using the work specific self-aspects scale clearer relationships would emerge between relational work self-aspects, satisfaction with workplace relationships and affective commitment, individual work self-aspects, job satisfaction and continuance commitment, and collective work self-aspects, organisational satisfaction and normative commitment than was observed in Studies 1 and 2. In addition, Study 3 also examined gendered patterns in work self-aspects, sources of workplace satisfaction and organisational commitment.

Partial support was found for two of the three hypotheses presented in Study 3. Consistent with expectation, satisfaction with colleagues and direct manager were found to be significant independent predictors of affective commitment. However the expectation that relational work self-aspects would be a significant independent predictor of affective commitment was not supported. Instead, collective work self-aspects were found to be the only work self-aspect to predict significant changes in affective commitment. However, a slightly different picture emerged when gender patterns were examined. Although collective work self-aspects predicted affective commitment for both male and female employees, satisfaction with colleague relationships was found to be a significant predictor of affective commitment for male, but not female employees; while satisfaction with manager relationships was found to be a significant predictor of affective commitment for female, but not male employees. No support was found for the expectation that individual self-aspects together with job satisfaction would be significant predictors of continuance commitment. Further, when gendered patterns were examined, no significant predictors were observed. Some support was found for the expectation that collective work self-aspects together with satisfaction with the organisation and senior management would predict normative commitment. Consistent with expectation, collective work self-aspects together with satisfaction with the organisation were found to be significant independent predictors of normative commitment. Contrary to expectation, satisfaction with senior management was not found to be a significant predictor of normative commitment. Unexpectedly, individual work self-aspects were also found to be a significant independent predictor of normative commitment.
When gendered patterns were examined, collective work self-aspects were found to be the only significant independent predictors of normative commitment for female employees together with a non-significant trend being observed for satisfaction with the organisation. While for male employees, a non-significant trend was observed for individual work self-aspects as predictor of normative commitment.

There were a number of challenges in interpreting the results from Study 3. The first of these related to the poor internal reliability obtained for each of the work self-aspects scales. The work self-aspects scales were designed to provide a more accurate examination of the influence of the context specific self on sources of workplace satisfaction and types of organisational commitment. Each of the three work self-aspect scales was based on 3 items and, not surprisingly, each had low internal reliability. As such, the interpretation of the results relating to the influence of work self-aspects on sources of workplace satisfaction and organisational commitment should be treated tentatively. The second challenge related to gender. Although differences between males and females were observed through the obtained regression weights, the differences observed across mean scores for work self-aspects, sources of workplace satisfaction and types of organisational commitment were minimal. As such, the conclusions drawn relating to the influence of gender in this study should also be considered tentatively. Results for each of the hypotheses tested in Study 3 are discussed below.

6.6.1 Work self-aspects, sources of workplace satisfaction, gender and types of organisational commitment

In the following sub-sections, the results relating to the influence of work self-aspects, sources of workplace satisfaction and gender on organisational commitment are discussed separately.

6.6.1.1 Relational work self-aspects, relational sources of workplace satisfaction, affective commitment and gender

Consistent with expectation, satisfaction with colleague and manager relationships were significant predictors of affective commitment. This result provides further support for the strong link that appears to exist between levels of satisfaction gained in workplace relationships and an individual’s emotional attachment towards their organisation. This result also adds to existing research that
has found that affective commitment is significantly correlated with satisfactory peer and manager relationships (Alan & Meyer, 1990; Meyer, et. al, 2002, Wasti, 2003). However, contrary to expectation, collective work self-aspects, as appose to relational work self-aspects, was found to predict affective commitment. What this suggested was that individuals with prominent collective work self-aspects who also gained satisfaction with colleagues and their direct manager were likely to be emotionally attached to their organisation. These results support Wasti’s (2003) proposition that people who endorsed collective values placed a high priority on social factors and are also likely to be affectively committed to the organisation. According to Wasti (2003), once an individual internalises the values, norms and beliefs of their reference group they are also likely to build strong interpersonal agreements with group members resulting in them placing a high priority on social factors.

The strong relationship between collective work self-aspects, satisfaction with colleague and manager relationships and affective commitment may well be explained through social identity theory. Smith et al. (2003) argued that how managers and supervisors treated their staff was a key factor that mediated the relationship between group members and the group that they belonged to. The relationship model of authority suggests that when people feel that they have been treated fairly by authorities such as managers and supervisors, they are likely to feel that they are an important part of the organisation or team. The opposite is true too, in that when people feel that they have been treated unfairly they are likely to feel excluded from the organisation or team (Tyler & Lind, 1992). Smith et al. (2003) suggested that when people identify with a particular group and feel that they have been fairly treated by managers and supervisors (authority figures), such behaviour communicates how much the organisation or team respects them. This feeling of respect reinforces their self-esteem, which is central to their social identity and commitment to the group. This in turn encourages a willingness to engage in-group serving behaviour.

With respect to the current results, what this suggests is that when an employee perceives that they have a satisfactory relationship with their direct supervisor they are more likely to identify as a member of the group. This group identity is also likely to be reinforced by having satisfactory relationships with colleagues. Haslam et al. (2000) proposed that a person’s needs and motivations would change as a result of their level of self-categorisation. When an individual
categorises themselves at the social level, they are likely to be motivated to satisfy their social needs in a way that enhances their social identity as an in-group member. Specifically they are more likely to be motivated to demonstrate respect towards the group, provide positive recognition towards in-group members and demonstrate support for the achievement of group goals (Haslam et al., 2000). Satisfaction with colleague relationships as such is also likely to reinforce an employee’s identity with their group. Taken together, it could be argued that for this sample, employees with strong collective work self-aspects may have interpreted satisfactory relationships with either colleagues or managers as reinforcing their identity as an accepted group member, which in turn, influenced their feelings of emotional attachment to the organisation.

When gender was examined, an interesting pattern emerged. For females, collective work self-aspects and satisfaction with manager relationships predicted their affective commitment, while for males, collective work self-aspects together with satisfaction with colleague relationships predicted their affective commitment. What this suggests is that beyond the shared influence of collective work self-aspects, for females, a satisfactory relationship with one’s manager appeared to be an important predictor of their emotional attachment towards their organisation, while for males, satisfactory colleague relationships appeared to be the most important determinant of their affective commitment.

For females, one possible explanation for this result may relate to perceptions of procedural justice. For female employees, it could be argued that a satisfactory relationship with one’s supervisor or manager creates the perception of the presence of procedural justice within their organisation which in turn influences their emotional attachment (affective commitment) towards their organisation. Tata (2000) suggested that organisational justice is a two-dimensional construct consisting of distributive justice, which focuses on the outcomes received by the individual and procedural justice, which focuses on the processes leading to those outcomes. Recent research has suggested that female employees are more likely to be concerned with procedural justice than male employees, while male employees are more likely to place higher value on the quality of the outcomes (distributive justice) than female employees (Ramamoorthy & Flood, 2004; Sweeney & McFarlin, 1997; Tata, 2000).

Recent research has also identified interactional justice as a third component of justice within an organisation (Cohen-Charash & Spector, 2001; Colquitt, Conlon,
Wesson, Porter & Ng, 2001). Interactional justice, which is an extension of procedural justice, is concerned with the quality and fairness of the interpersonal relationships between employees and their direct managers or supervisors and as such represents the human side of organisational practices. A number of studies have found a strong positive relationship between procedural and interactional justice and affective commitment (Cohen-Charash & Spector, 2001; Colquitt et al, 2001; Kuan, 2003; Ramamoorthy & Flood, 2004).

Taken together, these studies provide a possible explanation for the results observed in Study 3. That is, higher levels of satisfaction with a manager may have reflected, for the women in this sample, a work environment that they perceived to be procedurally just. This perception of interactive and procedural justice in turn may have influenced their level of affective commitment towards their organisation.

Affective commitment for male employees in this sample was predicted by their collective work self-aspects and the level of satisfaction gained in their workplace relationships with colleagues. This suggests that for males, beyond the influence of collective work self-aspects on affective commitment, a link appears to exist between the quality of their peer relationships and their emotional attachment towards the organisation. This result appears to be consistent with the research on males in network relationships. Workplace relationships have been described as providing career help (instrumental) and emotional support. Instrumental relationships that support an employee’s career mobility usually relate to ties with influential others that can provide coaching, contacts and advice, while relationships designed to provide emotional support usually involve counselling, friendship and role modeling (Kram, 1998). Gersick, Bartunek and Dutton (2000) found that men were more likely than women to identify workplace relationship that were instrumental in supporting and developing their careers. It could be argued that the males in this sample perceived that satisfactory colleague relationships were instrumental to their career development, and that this was directly linked to their emotional attachment to their organisation. In other words for males in this sample, satisfactory relationships with colleagues was possibly linked to the perception of suitable career development and advancement, and perceptions of career advancement may well be linked to affective commitment towards the organisation.
6.6.1.2 Individual work self-aspects, job satisfaction, continuance commitment and gender.

The expectation that individual work self-aspects together with job satisfaction would predict continuance commitment was not supported. When gender was examined a similar result was observed. It is unclear as to why job satisfaction and individual work self-aspects were not significant predictors of continuance commitment. Consistent with Study 1, Job satisfaction did however correlate strongly with affective and normative commitment suggesting that the level of satisfaction gained in the job was more related to respondent’s feelings of emotional attachment and loyalty towards their organisation than it was towards the costs associated with leaving it.

It is possible that the significantly higher mean score for collective work self-aspects within this sample may have influenced the impact of individual work self-aspect and job satisfaction on continuance commitment. A number of studies have suggested that people with strong individual and collective orientations are likely to value different workplace experiences. Dutta-Bergman and Wells (2002) found that individualists have a strong commitment to their own identity and a desire to satisfy their own personal needs rather than subjugating them to the larger group, while collectivists have a strong focus on relationships, interdependence and social ties. Hui and Yee (1999) suggested that different dispositions reacted differently to different work environments. In their study they found that for collectivists, job satisfaction was closely tied to supportive and collaborative work environments, while individualists were less likely to be motivated by a congenial work environment because it did not support their need for autonomy and independence. Consistent with this research, Chatman and Barsade (1995) found that when individualists were mismatched in collective work environments, they were less likely to be influenced by the co-operative nature and collective norms of this work environment and were more likely to impose their individualistic preferences on others.

Recent research on organisational identity orientation by Brickson (2005) provides further support for the view that employees with strong individual work self-aspects may have difficulty working in environments that do not reinforce their sense of self. In her research, Brickson (2005) found that an organisation’s identity
orientation was strongly influenced by the nature of its stakeholder relationships. Brickson (2005) found that organisations could be categorised into three separate identities; Relational, individual and collective. Organisations with a relational identity orientation focus on building strong relationships with both external and internal stakeholders by understanding and meeting their unique needs. Organisations with an individualistic identity orientation are likely to be focused on their own welfare and be highly competitive in an attempt to be ‘the best’ in their industry. They are also likely to reward employees for long hours of work with high wages and status. Organisations with a collective identity orientation are likely to view themselves as being part of a larger collective and focus on promoting the well-being of the larger group. They are also likely to provide their own employees with a nurturing work environment in return for their loyalty. Brickson (2005) suggested that an organisation’s identity orientation, to a large extent, determined how they would relate to their customers as well as their employees.

In the present study, respondents were drawn from a financial co-operative designed to serve the needs of a specific group within the community. Based on Brickson’s research, and the nature of the relationship that the organisation had with its customers, it could be argued that this organisation was more likely to have a stronger collective rather than an individualistic identity orientation. Although Brickson (2005) argued that the sum of employees’ identity orientation did not determine the organisation identity orientation, the significantly high mean scores for collective work self-aspects observed in Study 3 may suggest that employees with strong collective work self-aspects were likely to be attracted to such an organisation because it met their needs for a collaborative and supportive work environment. For employees with strong individual work self-aspects working in such an environment, may have found their work experiences less satisfying and less supportive of their individualistic sense of self.

Taken together, it could be argued that in Study 3, employees with strong individual work self-aspects found themselves operating in a largely collective work environment that valued collaborative team based behaviour and neither encouraged nor rewarded individualistic efforts. In such an environment, it is possible that employees with strong individual work self-aspects were less likely to be satisfied with their jobs, particularly if successful job performance was more closely tied to working collaboratively with others rather than competing for individual rewards.
Further more, it could be argued that employees with strong individual work self-aspects, who were dissatisfied with their workplace experiences, were also less likely to express high levels of continuance commitment towards their organisation. In other words, their workplace experiences may not have contributed to the perceived costs associated with leaving the organisation nor contributed to the benefits associated with staying.

6.6.1.3 Collective work self-aspects, satisfaction with the organisation and senior management and normative commitment and gender

The expectation that collective work self-aspects together with satisfaction with the organisation and senior management was partially supported. Collective work self-aspects together with satisfaction with the organisation were found to be significant predictors of normative commitment. (Insert the following text on P. 153 Chapter 6 Discussion) The results were in line with the general expectation that collective work self-aspects and satisfaction with the organisation would influence feelings of loyalty and a sense of obligation towards the organisation. This result is consistent with research that suggests that when employees feel that they are fairly treated by their organisation and feel that their values are aligned with those of the organisation that this will lead to increased feeling of loyalty and obligation towards it (O’Reilly & Chatman; 1986; Eisenberger et al., 1986; Meyer & Allen, 1991). However, consistent with Studies 1 and 2, satisfaction with senior management was not a significant predictor of normative commitment. The strong positive correlations observed between satisfaction with the organisation and satisfaction with senior management across all three studies suggests that these two variables are closely related. That is, increases in satisfaction with senior management is likely to increase employees overall positive view of their organisation but not their loyalty towards it.

What was unexpected was the significant influence of individual work self-aspects on normative commitment. When gender was examined a slightly different picture emerged. For females, normative commitment was predominantly predicted by their collective work self-aspects, while for males, a non-significant trend was observed for individual work self-aspects. Previous research has supported the view that males are more independent and individualistic than women and are more likely to describe themselves in terms of their own unique abilities and traits, whereas women are more interdependent and allocentric and likely to stress interdependence
and friendship with others (Cross & Madson, 1997; Madson & Trafimow, 2001). Meyer and Allen (1991) argued that commitment develops as the result of experiences that satisfy an employee’s needs and are compatible with their values. As such, organisational experiences that access and reinforce self-aspects that are consistent with broader socialisation experiences may have contributed to feelings of reciprocity towards the organisation leading to feelings of obligation and loyalty. For females workplace experiences that emphasise interdependence such as cooperation and teamwork may have reinforced their collective work self-aspects, encouraging a favourable view of the organisation. Similarly for males, workplace experiences with colleagues and managers which emphasised their unique capabilities and rewarded individual achievement may have reinforced their individual work self-aspects also encouraging a favourable view of the organisation. As such, both experiences may have reinforced self-aspects creating feelings of reciprocity towards the organisation leading to feelings of obligation and loyalty. Based on the regression weights, this explanation should be considered as extremely tentative requiring further research to determine its validity.

6.6.1.3 A The influence of collective self-aspects on affective and normative commitment

In study 3 collective self-aspects was found to predict both affective and normative commitment. What this suggested was that for respondents with strong collective self-aspects there was a strong link between their emotional attachment towards their organisation and their sense of obligation and loyalty towards it. Previous research has observed a strong link between affective and normative commitment suggesting that feelings of emotional attachment towards the organisation might be linked to an obligation to stay (Allen & Meyer, 1990; Irving, Coleman & Cooper, 1997; Hackett, Bycio & Hausdorf, 1994; Herscovitch & Meyer, 2002; Meyer, Allen & Smith, 1993; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Snape & Redman, 2003). Meyer et al. (2002) suggested that employees could develop a sense of obligation to their employer when they receive benefits that create feelings of reciprocity. As such, they suggested that positive experiences that contribute to strong affective commitment might also create feelings of obligation to reciprocate thus leading to normative commitment. In addition, Haslam, Powell and Turner (2000) suggested that employees who
identify strongly with the organisation are likely to experience strong levels of satisfaction with organisational life. Taken together, this research suggests that a strong link may exist between the level of satisfaction gained in organisational life by employees with strong collective self-aspects and their affective and normative commitment. In Study 3, positive and significant correlations were observed between collective work self-aspects and each of the five sources of workplace satisfaction. This suggested a positive link existed between collective self-aspects and workplace satisfaction. As such, it could be argued that the satisfaction gained in organisational life by those employees with strong collective self-aspects not only contributed to strong feelings of affective commitment towards their organisation but also created feelings of obligation to reciprocate, leading to feelings of normative commitment as well.

6.6.2 Summary

In Study 3, the integrated model of self-aspects, sources of workplace satisfaction and types of organisational commitment was tested. Partial support was found for two of the three hypotheses. Consistent with expectation, satisfaction with colleagues and manager were significant predictors of affective commitment, suggesting that workplace relationships play an important part in determining an employees’ emotional attachment towards their organisation. When gender was examined, satisfaction with colleague relationships was found to be significant predictor of affective commitment for males, while satisfaction with manager relationships was found to be a significant predictor of affective commitment for females. It was suggested that for males, satisfactory workplace relationships with colleagues was likely to be instrumental in supporting and developing their careers which in turn may have influenced their emotional attachment towards their organisation. In accounting for the result for female employees, it was argued that they were likely to perceive a satisfactory relationship with their supervisor as reflecting an organisation that was procedurally just, subsequently influencing their emotional attachment to it.

No support was found for the expectation that individual work self aspects together with job satisfaction would predict continuance commitment. It was suggested that the significantly higher mean scores of collective work self-aspects within this population may have influenced the impact of individual work self-aspect
and job satisfaction on continuance commitment. There was evidence to suggest that the nature of the organisation surveyed in Study 3 may have also had a strong collective identity orientation. Employees with strong individual work self-aspects working within such an environment may have found the emphasis of a collaborative team ethic incongruent with their individualistic sense of self. As such, the level of incongruence experienced by employees with strong individual work self-aspects may have contributed to the non-significant influence of individual work self-aspects and job satisfaction on continuance commitment.

Consistent with expectation, collective work self-aspects together with satisfaction with the organisation predicted normative commitment. However contrary to expectation satisfaction with senior management was not a significant predictor of normative commitment. This suggested that the feelings employees had towards their senior management did not significantly influence their feelings of loyalty towards their organisation. Surprisingly, individual work self-aspects were also a significant predictor of normative commitment. When the influence of gender was examined an interesting pattern emerged. For female employees, normative commitment towards the organisation was predicted by their collective work self-aspects and their satisfaction with the organisation. It was suggested that female employees’ satisfaction with the organisation is likely to reflect their perception of procedural justice within the organisation producing reciprocal feelings of loyalty towards the organisation. For male employees in this study, individual work self-aspects had some level of influence on their feelings of loyalty and obligation to stay with their organisation. It was argued that loyalty towards an organisation may be strengthened when individual work self-aspects are accessed through organisational experiences that are consistent with prior socialisation experiences. For females, this might include workplace experiences that reinforce their interdependent selves while for males this might include workplace experiences that reinforce their independent selves.

The results of Study 3 provide some support for the integrated SSC model which suggests that each of the three work self-aspects would value different workplace experiences and that when workplace experiences were congruent with self aspects that this would lead to specific types of organisational commitment. In this study, further support was found for the predictive relationship between relational sources of workplace satisfaction and affective commitment and organisational
sources of workplace satisfaction and normative commitment. The strong influence of collective work self-aspects on employee’s emotional attachment and loyalty may well have been a bi-product of the identity orientation of the organisation itself. If the organisation that was surveyed in Study 3 did have a strong collective orientation, this may have influenced the observed relationship between work self-aspects, sources of workplace satisfaction and organisational commitment. An organisation that has a strong collective identity orientation is likely to encourage its employees to work collectively to service the best interest of its customers or members and reward collective team efforts over individual performance. Furthermore, employees with strong collective work self-aspects are likely to find such a work environment as satisfying, influencing their feelings of emotional attachment and loyalty towards their organisation.

Because of the minimal difference observed in gender and the poor internal reliability obtained in each of the three work self-aspects scales, the conclusions drawn from Study 3 should be considered tentative at best. As such Study 3 could be interpreted as a pilot study. Further research based on a comprehensive work self-aspects scale would need to be conducted in order to confirm these findings.

6.6.2 A Supplementary Analysis

In Study 3 a series of supplementary analyses were conducted to examine the influence of the set of three work self-aspects together with the set of five sources of workplace satisfaction on each of the three type of organisational commitment. In the first analysis it was observed that collective work self-aspects together with job satisfaction, satisfaction with the organisation and satisfaction with senior management were all significant predictors of affective commitment. These results were to a large extent consistent with those observed in Studies 2 and 3. With respect to self-aspects, this result was consistent with Study 1, suggesting that the strength of an employee’s collective self is an important predictor of their emotional attachment towards their organisation. Consistent with Studies 1 and 2, employees’ attitudes towards their organisation was also found to be a significant predictor of their affective commitment. The significant influence of job satisfaction on affective commitment in Study 3 was consistent with the result observed in Study 2. However, the influence of satisfaction with senior management on affective commitment was inconsistent with the results observed in Studies 1 and 3 suggesting that the
performance of the senior management team was an important factor in influencing the emotional commitment of respondents in Study 3 only.

Inconsistent with the results observed in Studies 1 and 2, satisfaction with the organisation was found to be the only significant predictor of continuance commitment in Study 3. This may well suggest that what constitutes an investment or what might contribute to an employee’s perceived lack of alternatives outside of the organisation may in deed vary from organisation to organisation. In the final analysis when all sources of workplace satisfaction were taken into account, collective and individual work self-aspects together with satisfaction with the organisation were found to significantly predict normative commitment. These results were consistent with the initial analysis conducted in Study 3.
Chapter 7

General Discussion

7.1 Overview

The aim of this thesis was to investigate the relationships between three aspects of self (relational, individual, collective), three sources of workplace satisfaction (relationships, job, organisation) and three types of organisational commitment (affective, continuance, normative). To examine these relationships, a theoretical model which integrated aspects of self, satisfaction and commitment (SSC model) was developed. This model was based on the premise that each self-aspect would be associated with different workplace experiences and that when these workplace experiences were congruent with self-aspects, this would lead to organisational commitment. Specifically, the integrated SSC model proposed that relational self-aspects together with satisfactory workplace relationships would influence affective commitment, that individual self-aspects together with job satisfaction would influence continuance commitment, and that collective self-aspects together with satisfaction with the organisation and senior management would influence normative commitment. In order to test the validity of this model, three empirical studies were conducted.

In this Chapter, I will summarise the findings of the three empirical studies reported in Chapters 4 through 6 and integrate these findings with existing research. The implications raised by these finding will then be discussed, as will the limitations of the current studies and future research considerations.

7.2 General findings for Studies 1, 2 and 3 regarding predictors of organisational commitment

In the following sub sections the predictors of affective, continuance and normative commitment that were observed across Studies 1, 2 and 3 are discussed. This is then followed by a discussion of the predictors of affective, continuance and normative commitment observed across the three Studies for female and male employees.
7.2.1 Predictors of affective commitment

The integrated SSC model proposed that employees with strong relational self-aspects would value good working relationships with coworkers and managers. Furthermore, if satisfaction was gained in these aspects of organisational life, this would lead to stronger feelings of emotional attachment towards their organisation. A series of regression analyses conducted in Studies 1, 2 and 3 provided some support for this hypothesis. In Study 1, relational self-aspects was found to be a significant predictor of satisfaction with colleague relationships and a nearly significant predictor of satisfaction with manager relationships. Study 1 also showed that satisfaction with colleague and manager relationships were significant predictors of affective commitment. Similar results were observed in Study 2, where sources of workplace satisfaction and their influence on organisational commitment were examined. Satisfaction with colleagues was again found to be a significant predictor of affective commitment, while satisfaction with manager relationships was a nearly significant predictor. In Study 3 where the integrated SSC model was examined, affective commitment was predicted by collective work self-aspects and satisfaction with colleagues and manager relationships.

Across all three studies, satisfactory workplace relationships predicted affective commitment. This link between good working relationships with coworkers and managers, and emotional commitment to the organisation, adds to the existing research that has previously identified this relationship (Allen & Meyer, 1990; Heffner & Rentsch, 2001; Mathieu & Zajac, 1990; Meyer et al., 2002). The integrated SSC model, that formed the basis of this thesis, proposed that if employees with strong relational self-aspects were able to gain satisfaction in workplace relationships, this would lead to affective commitment. In Study 1, support was found for the link between relational self-aspects and relational sources of workplace satisfaction. In addition, support was also found in Studies 1 and 2 for the relationship between relational sources of workplace satisfaction and affective commitment. However, in Study 3, where the integrated SSC model was tested, collective work self-aspects together with relational sources of workplace satisfaction were found to be the only significant predictors of affective commitment. This suggested that within this sample, those employees with strong collective work self-aspects who were able to find satisfaction in their colleagues, and manager relationships were also likely to be emotionally attached to their organisation.
One possible explanation as to why relational work self-aspects was not a significant predictor of affective commitment in Study 3 may have related to the fact that in this sample, scores for collective work self-aspects were stronger than relational or individual work self-aspects. It has been argued that different aspects of self (individual, relational and collective) coexist within the same person and could become salient at different times or in different contexts (Brewer & Gardner 1996). When the collective self is salient, its focus is to maintain and ensure the welfare of the group (Brewer & Gardner, 1996). It could be argued that for those employees with strong collective work self-aspects in Study 3, the satisfaction gained with colleagues and managers may have reinforced a sense of belonging and feelings of attachment to the in-group. Feelings of being valued by the in-group could possibly make the collective self more salient, leading to feelings of emotional attachment to the organisation. Previous research has supported the view that when people feel that they have been treated fairly by managers and supervisors and have positive relationships with colleagues, that this is likely to reinforce their identity as an ingroup member increasing their motivation to achieve group goals (Smith et al., 2000; Haslam et al., 2000). Relationships within organisations are driven by group identity in one form or another. Whether an employee is a member of a work team, department, or division, their feelings of being accepted by the team, department, division or ultimately the organisation has a lot to do with the quality of their workplace relationships. When an employee has satisfactory workplace relationships he or she is more likely to feel part of the team, department, division or organisation. Conversely, when an employee has poor working relationships, they are likely to feel excluded from their group and subsequently from the organisation. An employee who feels rejected from their work group is likely to harbour feelings of dissatisfaction towards the organisation as a whole. For employees with strong collective work self-aspects, who also have satisfying working relationships, are likely to find their collective identity reinforced making salient their feelings of emotional attachment towards the organisation (affective commitment).

The failure of relational work self-aspects to predict affective commitment in Study 3 may lie in the nature of the organisation sampled. Brickson (2005) observed that organisations have three distinct identity orientations: relational, individualistic and collectivistic. These identity orientations were to a large extent determined by the nature of the organisation’s relationship with their external stakeholders, but
subsequently influenced the way the organisation treated its employees. For example, an organisation with a relational identity orientation is likely to be viewed by its internal and external stakeholders as a relationship partner focusing on meeting the individual needs of its stakeholders. An organisation with a collective identity is likely to be viewed by its internal and external stakeholders as being part of a larger collective responsible for maximizing the welfare of this group.

The results observed in Study 3 may have been a reflection of the organisation’s collective identity orientation. Employees with strong collective work self-aspects, working within an organisation that has a collective identity orientation are likely to view satisfactory relationships with colleagues and managers as an important part of working collectively for the welfare of the group they serve. Employees with a strong relational work self-aspects working within an organisation that has a relational identity orientation, are likely to view satisfactory working relationships with colleagues and managers as a means in itself and consistent with the nature of the relationships that their organisation expects them to develop with their customers and colleagues. In such an organizational context, employees with strong relational work self-aspects are likely to be emotionally attached to their organisation simply because the organisation provides them with an environment that is congruent with their self identity. As such, the influence of an organisation’s identity orientation on self aspects, sources of workplace satisfaction and types of organizational commitment may provide an explanation as to why relational work self-aspects did not predict affective commitment in Study 3.

### 7.2.2 Predictors of continuance commitment

Across all three Studies little support was found for the expectation that positive and significant relationships would exist between individual self-aspects, job satisfaction and continuance commitment. In Studies 1, 2 and 3, the influence of individual self-aspects and job satisfaction on continuance commitment was not in the expected direction. In Study 1 individual self-aspects did not predict job satisfaction and job satisfaction failed to predict continuance commitment. In Study 2, job satisfaction was a nearly significant predictor of continuance commitment, however it was in the opposite direction to what was expected. In Study 3, individual work self-aspects together with job satisfaction failed to predict continuance commitment.
The failure to find support for these hypothesises may well be explained by
the relational and collective nature of the samples used in Studies 1, 2 and 3. In
Study 1, the sample was significantly stronger in relational self-aspects than
individual and collective self-aspects, and respondents were more satisfied with their
colleague relationships than they were with the job. Similarly, in Study 2,
respondents were more satisfied with their colleague relationships than they were
with their jobs.
In Study 3 the sample was significantly stronger in collective work self-aspects than
individual or relational and respondents were more satisfied with their relationship
with their colleagues and their manager than they were with their job. In general,
respondents in studies 1, 2 and 3 were stronger in relational and collective self-aspects than individual self-aspects and were more satisfied with their workplace
relationships than they were with their jobs.

Hertzberg’s (1964) two-factor theory suggested that job satisfaction consisted
of intrinsic and extrinsic factors. Extrinsic factors included such things as salary
status, security, interpersonal relationships, supervision and working conditions,
while intrinsic factors related to such things as personal growth, job autonomy,
recognition and job advancement. The job satisfaction scale used across all three
studies measured the intrinsic aspects of the job. It could be argued that satisfaction
with colleagues and manager relationships represented the extrinsic aspects of the job.
Because of the stronger emphasis on workplace relationships over job satisfaction, it
could be further argued that the respondents in Studies 1, 2 and 3 were more
concerned with the extrinsic rather than the intrinsic aspects of the job. Previous
research has found that intrinsic job factors have predicted continuance commitment
while extrinsic job factors have been found to predict affective and normative
commitment (Huang 2004). It is possible that employees with strong relational and
collective self-aspects, who experience satisfaction with extrinsic job factors such as
workplace relationships with colleagues and supervisors, are also likely to experience
strong feelings of affective and normative commitment. The strong relationships
observed across the three Studies between relational and collective self aspects,
relational sources of workplace satisfaction and affective and normative commitment
support this view. As such, the influence of relational and collective self-aspects
across Studies 1 and 3 may have potentially modified the effect of individual self-aspects on job satisfaction and continuance commitment.
Brickson (2000) argued that the context of the organisation will influence which self-aspect is likely to become more prominent amongst employees. She suggested that relational self-aspects are likely to emerge when interpersonal cooperation is promoted, collective self-aspects when group membership between groups or departments is static and salient, and individual self-aspects where employees are encouraged to rely more on themselves and individual performance is rewarded. Brickson’s (2000) proposition of organisational context influencing self aspects may provide a further explanation as to why support was not found for the hypothesis that individual self-aspects together with job satisfaction would predict continuance commitment. The organisations surveyed in Studies 1, 2 and 3, could be described as highly relational and collective by nature. It could be argued that within such organisational contexts, employees with strong individual work self-aspects were less likely to gain recognition for job performance that individuated them from others. As such, the relationship between individual self-aspects, job satisfaction and continuance commitment was unlikely to be salient.

In order to effectively test the hypothesis that individual work self-aspects and job satisfaction will predict continuance commitment, it may be necessary to select a sample of employees from an organisation that places significant value on consistently rewarding individual performance. This is likely to occur within sales organisations where competition amongst organisational members is encouraged and individual performance is rewarded through commissions and bonuses. Brickson (2005) described such organisations as having an individualistic identity orientation. In such an organisation, it would be reasonable to expect that employees with strong individual work self-aspects would place higher value on intrinsic aspects of the job such as personal growth, job autonomy, recognition and job advancement. In an organisation where employees are able to individuate themselves from others through their job performance, commitment is likely to be based on accumulated benefits, potential loss as well as comparable employment opportunities outside of the organisation.

7.2.3 Predictors of normative commitment

Across the three studies general support was found for the proposition that collective self-aspects together with satisfaction with the organisation would predict normative commitment. In Study 1, collective self-aspects predicted satisfaction with
the organisation and satisfaction with senior management, while satisfaction with the organisation predicted normative commitment but satisfaction with senior management did not. A similar pattern was observed in Study 2 where satisfaction with the organisation was found to be a significant predictor of normative commitment while satisfaction with senior management was not. In Study 3, individual and collective work self-aspects together with satisfaction with the organisation were found to predict normative commitment. Across all three studies, support was found for the hypothesised link between collective self-aspects, sources of organisational workplace satisfaction and normative commitment. This suggested that those employees with strong collective self-aspects who express pride in their organisation, feel that the organisation’s values are similar to theirs and feel as if the organisation has treated them fairly are likely to express feelings of loyalty and obligation towards it.

As a source of workplace satisfaction, satisfaction with the organisation was a consistent predictor of normative commitment across all three Studies. This suggested that there is a strong link between employees’ perceptions about their organisation and their feelings of loyalty and sense of obligation towards it. Research has suggested that there are at least two elements that will influence an employee’s organisational commitment; perceived organisational support (Eisenberger et al., 1986) and person-organisational fit (Cook & Wall, 1980; Kacmar & Carlson 1999; O’Reilly and Chatman 1989; Vandenberg & Lance, 1992). Eisenberger et al. (1986) argued that perceived organisational support produced an exchange ideology whereby an employees’ commitment directly reflected the level of support that the organisation provided him or her. Meyer and Allen (1991) argued that the concept of reciprocity, which forms the basis of POS, was likely to influence an employee’s normative commitment. Within a reciprocal relationship, Meyer and Allen (1991) argued that if an employee felt that they had been treated fairly by the organisation that normative commitment was likely to rise from the motivation to do the right thing. In the present Studies, the scale ‘satisfaction with the organisation’ reflected three key elements; the degree of pride respondents had in their organisation, how fairly the organisation treated its employees and the degree to which employees’ personal values were congruent with those of the organisation. The results observed in the present Studies suggest that these three aspects influenced employee’s feelings of loyalty and obligation towards their organisation.
Satisfaction with senior management did not appear to be a consistent predictor of normative commitment across the three Studies. In Study 1, collective self-aspects was a significant predictor of satisfaction with senior management. This suggested that as the strength of an employees’ collective self-aspects increased, so too did their feelings of satisfaction towards senior management. The relationship between collective self-aspects and satisfaction with senior management was likely to have reflected the level of identification employees had with their organisation as a whole. In other words, employees with strong collective self-aspects may well have seen their organisation and its senior management as being similar in so far as their loyalty to one was likely to be reflected in their loyalty to the other. Hogg and Hardie (1991) found that in-group members were likely to be socially attracted to and have a preferential liking for other in-group members over out-group members. This social attraction is influenced by the perception that such group members share the values that are important to that group. As such, it could be argued that the employees in Study 1 with strong collective self-aspects saw themselves as in-group members of their organisation, and saw senior management favourably because they were senior in-group members.

Across all three Studies however, when full samples were taken into account, satisfaction with senior management failed to predict normative commitment. Although satisfaction with the organisation and satisfaction with senior management were highly correlated, respondents did not perceive that satisfaction with the performance of senior management contributed to their feelings of loyalty towards the organisation. One possible explanation for this is that respondents across all three studies may have viewed senior management as being made up of a number of separate managers with different styles as apposed to representing any single entity, i.e. senior management. As such, the perceptions towards different senior managers may have varied widely as a result of different personal experiences. In answering the questions relating to senior management, respondents may have had difficulty generalizing their experiences to a single entity (senior management). This may have contributed to the failure of this variable to significantly predict normative commitment.
7.2.4 Predictors of affective commitment for male and female employees

As expected, across Studies 2 and 3, the sources of workplace satisfaction that influenced affective commitment varied between male and female employees. In Study 2, satisfactory colleague relationships were found to be important to both sexes, whereas in Study 3, satisfactory colleague relationships was only a significant predictor for male and but not female employees. In Study 2, satisfaction with manager relationships was not a significant predictor of affective commitment for either male or female employees, whereas in Study 3, satisfaction with manager relationships was a significant predictor for female employees only. The differences observed in the two samples used for Studies 2 and 3 may provide some insight into these results.

Study 2 consisted of respondents from a number of separate organisations while the respondents from Study 3 came from one organisation. In Study 2, 59% of the sample was female and 41% was male, while in Study 3, 61% were female and 35% were male. In Study 2, 43% held management or supervisory positions of which 49% were held by females and 51% by males. In Study 3, 23% of the sample held management or supervisory positions of which 37% were held by females and 55% by males. In short, there were a higher percentage of females that held management or supervisory positions in Study 3 than there were in Study 2. This may well have influenced the differences observed in gender between the two studies simply because the males and females surveyed in Study 2 may well have perceived different workplace dynamics from those surveyed in Study 3.

Ramamoorthy and Flood (2004) argued that many women in the workforce have faced various forms of discrimination such as pay, promotional opportunities and support for work family balance. Sweeney and McFarlin (1997) also suggested that women were less likely to have access to informal male dominated communications networks that men use to gain pay rises and promotions. This means that many women often have to rely on the presence of formal processes and procedures or procedural justice to get ahead within the organisation. Research has also supported the view that the quality of the relationship an employee has with his or her manager or supervisor is likely to influence their perceptions of the quality of procedural justice present within the organisation (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). Interpreting these results in light of this research it could be argued that in Study 2, where a higher percentage of female respondents held
management positions than in Study 3, that there was a stronger perception by both male and female employees, that they had more control over their immediate work environment and as such were less concerned with issues of procedural or distributive justice and were more concerned with network relationships.

In Study 3, the perceptions of potential workplace discrimination may have been higher for females than they were in Study 2. The importance for females in Study 3 of having a satisfactory relationship with their manager was possibly reflected by the perceived gender imbalance in the organisation. It may also indicate that for females in such an environment, in order for them to feel attached to an organisation it was important for them to have a good relationship with a manager that they could trust and who they believed would support a procedurally just work environment. For males in Study 3 their focus on satisfactory relationships with colleagues may well have reflected the importance they placed on network relationships in supporting the development of their careers (Gersick et al., 2000).

The results from both Studies 2 and 3 suggest that satisfactory colleague relationships is an important source of workplace satisfaction for males and a significant predictor of their affective commitment toward their organisation. For females, it appears that their sources of workplace satisfaction are likely to vary according to their workplace experiences and how they may view their work environment.

7.2.5 Predictors of continuance commitment for male and female employees

Across all three studies there was limited support for the proposition that individual self-aspects together with job satisfaction would significantly predict continuance commitment. When the influence of gender was examined in Studies 2 and 3, similar results were found. In Study 2, job satisfaction was found to be a significant predictor of continuance commitment for females only, however this result was in the opposite direction to what was expected. The result observed in Study 2 suggested that for females, low satisfaction in their jobs was likely to influence their level of continuance commitment towards the organisation. This result provided support for Wahn’s (1998) proposition that women are more likely to report higher levels of continuance commitment than men due to their experiences of discrimination in the workforce. It was argued in Study 2 that female employees who were dissatisfied with their jobs may have weighed up the costs associated with
leaving the organisation with the potential benefits of staying, and adopted the belief that ‘the devil you know may well be better than the devil you don’t’. Furthermore, because of the relational nature of women (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995) the female respondents may have taken into account the loss of close friendships with work colleagues in calculating the perceived loss associated with leaving.

It was argued that the nature of the samples may have influenced the expected result. In general, it was found that respondents across all three Studies were more relational and collective than individual and were more satisfied with their workplace relationship than their jobs. The strong emphasis by respondents on relational and collective sources of workplace satisfaction observed in Studies 2 and 3 was most likely a reflection of the identity orientation of the organisations surveyed (Brickson, 2005). The influence of an organisation’s identity orientation, although not directly measured in the 3 Studies, may well explain why individual self-aspects together with job satisfaction did not predict continuance commitment for both men and women. Within organisations with strong collective or relational identity orientations, collaborative team work is more likely to be rewarded over individual performance, possibly leaving those employees with strong individual self-aspects less satisfied with their jobs and less committed to their organisation. The results of the present Study provide some support for the proposition that male and female employees with strong individual self-aspects are likely to be more satisfied with the intrinsic aspects of their jobs within an organisation that has a strong individualistic identity orientation. Within such an organisation that encourages competition between employees and rewards individual job performance, the relationship between the intrinsic aspects of job satisfaction such as personal growth, job autonomy, recognition and job advancement and continuance commitment are also likely to be strong for both male and female employees with strong individual self-aspects.

Future research should examine the relationship between individual self-aspects, job satisfaction and continuance commitment within organisations that can be defined as having an individualistic identity orientation (See Brickson, 2005). In examining the influence of gender, consideration should also be given to the different motivations that males and females may express in respect to their continuance commitment towards their organisation. Because of the relational nature of women, their continuance commitment may be based on the accumulation
of close relationships. For male employees, their continuance commitment may be based on the accumulation of status and power within their group (Baumeister & Sommer, 1997; Kashima & Hardie, 2000; Kashima et al., 1995).

7.2.6 Predictors of normative commitment for male and female employees

Across Studies 2 and 3, the influence of self-aspects and sources of workplace satisfaction on normative commitment varied for male and female employees. In Study 2, satisfaction with the organisation was found to be a predictor of normative commitment for females, while satisfaction with senior management was nearly significant for males. In Study 3, for females, collective work self-aspects were found to predict normative commitment, while satisfaction with the organisation was nearly significant. For male employees in Study 3, individual work self-aspects were also nearly significant as a predictor of normative commitment.

In Studies 2 and 3, satisfaction with the organisation appeared to play an important role in predicting normative commitment for female employees. It was argued that this result was likely to reflect perceptions by female employees that an organisation that treats its employees ethically and fairly and whose values are aligned with theirs, is likely to demonstrate high levels of procedural justice. Research has supported the view that for females, perceptions of procedural justice are directly linked with their affective commitment (Ramamoorthy & Flood, 2004). The present research provides support for the view that this perception of procedural justice is also likely to influence normative commitment within female employees. In other words, for female employees, feelings of loyalty towards the organisation appear to be influenced by perceptions of how fairly their organisation treats its employees. Although procedural justice was not directly measured in this study, there were a number of items in the scale ‘satisfaction with the organisation’ that measured the level of procedural justice within the organisation.

In Study 3, it was observed that for female employees, collective work self-aspects together with a non-significant trend for ‘satisfaction with the organisation’ predicted their normative commitment. Taken together, this suggested that for female employees, their loyalty towards the organisation appeared to be predicted by their collective work self-aspects and their perceptions of the integrity of the organisation. Satisfaction with the senior management team appeared not to be a significant predictor for female employees of their organisational loyalty in either Studies 2 or 3.
This suggested that for female employees, the role of senior management was less important in determining their commitment to the organisation than their feelings of satisfaction towards the organisation. One possible explanation for this may relate to the perception of female employees that the performance of an organisation is likely to be based on its reputation in the community and its history of how it treats its employees both of which are likely to have been built over a period of time. Senior management on the other hand, may be seen as less stable and hence less of a factor to consider when deciding whether to pledge their loyalty to the organisation. Further research with predominately female work groups would need to be conducted in order to fully explain this difference.

In Study 2 the satisfaction with senior management nearly predicted normative commitment for males but was a non significant predictor for females. It was suggested in Study 2 that in this sample, senior management may have played an important role for male employees, in that having a satisfactory relationship with senior management was likely to facilitate a belief that such a relationship could be instrumental in their career development. In other words, if the senior management team was perceived by males to keep its promises, treat staff fairly, be trustworthy and have similar values, that this may be seen by males as important conditions for career advancement that should be reciprocated with loyalty to the organisation. If this interpretation of the results is valid, it provides further support for the view that for males, loyalty to the organisation is likely to be influenced by reciprocal relationships that are mutually beneficial (Meyer and Allen, 1991).

Across both Studies 2 and 3, normative commitment was most strongly predicted for females by their level of satisfaction with the organisation and the strength of their collective work self aspects. This suggests that for female employees, there is a strong link between their collective self-aspects and their feelings of loyalty towards their group. This sense of loyalty also appears to be reinforced by their satisfaction with the organisation itself. The expected pattern between collective self-aspects, collective sources of workplace satisfaction and normative commitment was less clear for males across the two Studies.

Although non-significant trends were observed, no clear predictors emerged for male employees. It is possible that for male employees, their level of loyalty towards their organisation may be predicted by factors other than those examined in this thesis. The non significant trends observed in Study 2 was inline with expectation
and suggested that for males, good relationships with senior management may play a part in securing their loyalty towards the organisation. However the influence of individual self-aspects on normative commitment observed in Study 3 was unexpected and suggested that loyalty towards the organisation was likely to be predicted by the strength of male employee’s individual self-aspects. It was argued in Study 3 that for males with strong individual self-aspects, their workplace experiences with senior management may have placed a greater emphasis on their unique capabilities by rewarding individual achievement. This experience may have in turn, created feelings of reciprocity towards the organisation leading to feelings of normative commitment.

In general, the present research does provide some insights into the predictors of normative commitment for male and female employees. What this research has established is that normative commitment for males and females is likely to be influenced by different sources of workplace satisfaction and possibly different self-aspects. In order to further understand the different factors that are likely to build loyalty towards the organisation for men and women, future research should focus on exploring a broader range of sources of workplace satisfaction that reflect the interdependent nature of women and the independent nature of men.

7.2.6 A Overview of supplementary analyses

The supplementary analyses conducted in Studies 1, 2 and 3 were designed to examine the full influence of all five sources of satisfaction on each of the three types of organisational commitment. Across all three Studies, satisfaction with the organisation proved to be the strongest predictor of affective commitment and normative commitment. These results suggest that there is a strong link between the positive feelings that an employee holds for their organisation and their emotional attachment and loyalty towards it. These positive feelings towards the organisation appear to override the expected influence that relational sources of workplace satisfaction might have on affective commitment. The strong influence of satisfaction with the organisation on affective and normative commitment across all three studies is consistent with previous literature which argues that positive feelings and experiences gained from an organisation that contributes to affective commitment are also likely to produce feelings of obligation to reciprocate thus leading to normative commitment (Meyer et al., 2002). Meyer and Allen (1991) argued that commitment
develops as the result of experiences that satisfy an employee’s needs and are compatible with their values. They also proposed that it should be possible to identify a common set of work experiences that can be expected to contribute to the development of affective commitment for all employees. The results from the present research provide some support towards this proposition. In examining the items used to measure the scale ‘satisfaction with the organisation’ there appear to be a number of elements that consistently predicted affective and normative commitment across all three studies. These were the internalisation of organisational values with personal values, positive feelings about the organisation’s products, services and reputation, and perceptions of how well it treats its employees. Furthermore the results observed in Study 3 indicate that these elements are likely to predict an employee’s continuance commitment as well. The results observed across Studies 1, 2 and 3, provide further support for the view that perhaps there is a universal set of needs and values that employees seek to satisfy before they are prepared express their commitment towards their organisation. Further research is required in order to determine to what extent each of these elements is likely to predict an employee’s commitment towards their organisation.

7.3 Theoretical issues

The results observed for self-aspects in Study 1 provided support for the expected relationship between relational and collective self aspects and relational and collective sources of workplace satisfaction. In Study 1 it was observed that collective self-aspects not only predicted collective sources of workplace satisfaction, but relational sources of workplace satisfaction as well as job satisfaction. In other words, the stronger an employee’s collective self-aspect, the more satisfied they were likely to be with their organisation, their senior management, their work colleagues, their jobs and to some degree their direct manager. In Study 3, the strength of employee’s collective work self-aspects also predicted their affective and normative commitment towards their organisation. That is, the stronger an employee’s collective work self-aspects the more likely they were to be emotionally attached and experience feelings of loyalty towards their organisation.

In both Studies, a key finding was the strong influence of collective self-aspects on sources of workplace satisfaction and organisational commitment. This indicated that a positive relationship existed between satisfaction with organisational
life and collective self-aspects. It is possible that the very nature of the organisations surveyed in Studies 1 and 3 may have contributed to this result. Brickson (2000) suggested that collective self-aspects were likely to be activated when group membership in an organisation was stable and made salient and when groups or departments defined themselves in terms of their group membership. It could be argued that the organisations used in Studies 1 and 3 had fulfilled these criteria. In Study 1, respondents came from an organisation that had established a strong reputation in the community for providing quality care for the aged. The average years of service and years of age also suggested a workforce that was stable and identified themselves as members of a community performing an important service to the community. In Study 3, respondents came from a medium size credit co-op that identified themselves as a quality and some might argue ethical alternative to banks representing the interests of its members. Although this was a younger work force with less years of service than those in Study 1, it could be argued that respondents in this sample identified strongly with their organisation. It could be further argued that if employees identify with their organisation and its values and are made to feel like a valued member of the organisation through the behaviour of the senior management team and their direct manager and feel that they have satisfactory relationships with their colleagues, then feelings of being a valued member of the in-group are likely to be reinforced. In other words, satisfaction gained from the organisation, management, work colleagues and the job, in Studies 1 and 3 may have reinforced respondent’s collective identity.

In Study 1 collective self-aspects was also found to correlate significantly with affective and normative commitment and significantly predicted affective and normative commitment in Study 3. This suggested that the strength of a person’s collective self-aspects was likely to influence their emotional attachment and loyalty towards their organisation. When taken together, the results of these studies produce a pattern in relation to the collective self, workplace satisfaction and organisational commitment. The strength of a person’s collective self-aspects together with satisfaction with their colleagues and direct manager appear to be a strong predictor of affective commitment, while the strength of a person’s collective self-aspects together with satisfaction with the organisation is likely to predict their normative commitment.
These results make sense when viewed in light of social identity theory (Tajfel, 1978; Tajfel & Turner, 1979). Social identity theory was developed to explain why an individual’s behaviour changed when they identified with a social group. In this respect, social identity theory identified two distinct aspects of self; the self as an individual who acts independently from the group and the self as a group member whose behaviour is influenced by group norms and expectations. Turner (1975) proposed that when individuals are categorized into social groups they develop a social identity that forms part of their self-concept. Identifying with a particular group creates a situation where the individual is more likely to define themselves as a member of that group. An individual’s level of identification with a group has been found to be influenced by the emotional significance attached to being a member of the group, and the level of emotional attachment they feel towards in-group members (Turner, 1982; Karasawa 1991). In addition, when people feel that they have been fairly treated by authorities such as managers and supervisors they are likely to feel as if they are an important part of the organisation or team (Smith et al., 2003). In applying social identity theory to the present research, it could be argued that as respondent’s satisfaction increased with the organisation, its management, coworkers and the job itself, so did their feelings of identification with the organisation. This self-categorisation process that appears to be influenced by levels of workplace satisfaction may have strengthened respondent’s collective self-aspects leading to feelings of affective and normative commitment towards their organisation.

7.7 Implications

There are a number of implications for industry that have emerged from this research. The first relates to sources of workplace satisfaction and organisational commitment. One of the key challenges that most organisations face is creating work environments that attract and retain talented employees. This research suggests that the quality of workplace relationships that employees experience plays an important part in meeting this challenge. Throughout all three studies, support was found for the proposition that satisfactory workplace relationships with colleagues and managers are an important predictor of employee’s affective commitment to their organisation. This result adds to and supports previous research that has found that positive social interactions and working relationships lead to emotional attachment (affective commitment) to the organisation (Meyer et al., 2002; Heffner & Rentsch,
With respect to immediate work colleagues, what these results suggest is that for an employee to have a strong sense of belonging to their organisation, feel emotionally attached to it and generally feel part of the ‘family’, they need to feel that they can depend on their work colleagues, work with people who really care and generally have good interpersonal relationships with those they work closely with. For organisations who wish to attract and retain talented individuals this result may highlight the importance of such human resource initiatives as team building, interpersonal skills training, diversity training and other interventions that focus on enhancing the quality of workplace relationships. The consistent link observed across all three studies between satisfaction with manager relationships and affective commitment also reinforces the importance of manager employee relationships in influencing employees’ emotional attachment to the organisation. This result highlights the importance for managers to understand that in addition to their ability to manage the task aspects of the job such as budgeting, work scheduling and performance management, they need to be able to build relationships with their employees that reflect emotional supportiveness, care and trust. It would be important for organisations to realise that these ‘soft’ elements of management, are directly related to employee commitment and ultimately the cost savings associated with retaining employees.

It is also important for organisations to realise the role that it plays in building employee loyalty. In all three studies, satisfaction with the organisation itself was found to predict normative commitment. The reputation that an organisation holds in society, how ethically and fairly it treats its staff and the degree to which employees feel that their values are congruent with the organisation’s all appear to build loyalty towards the organisation. In order to attract loyal and committed staff it maybe useful for organisations to be clear about what it stands for. By establishing a reputation in the community and a set of clearly defined values that reflects its culture, organisations are more likely to be perceived as an employer of choice by those who personally identify with it. The results in this research also suggest that in order to build normative commitment, organisations need to work hard to ensure that they deliver on their values and reputation by creating workplaces that are values driven and that treats its employees fairly and ethically.

In Studies 1 and 3 where self-aspects were measured, a significant relationship was observed between collective self-aspects, sources of workplace satisfaction and
organisational commitment. What this suggested was that employees with strong collective self-aspects were likely to be more satisfied with their workplace experiences and ultimately more emotionally attached and loyal towards their organisation than other employees. The implications for organisations who wish to retain talented staff and build employee loyalty and emotional attachment, maybe to consider hiring employees with strong collective self-aspects. Alternatively, organisations could consider helping existing employees develop a collective social identity through team work training and other socialisation processes. The results from this research also suggests that organisations can contribute to this by paying close attention to creating work environments that are values driven and focus on building constructive relationships between coworkers and with managers and their staff as well as building satisfaction in the job.

The recent research by Brickson (2005) which examined the identity orientation of organisations may provide further implication for matching the right people with the right work environment. Brickson (2005) suggested that an organisation’s perceived role in relation to others was the foundation of how it managed its relationships both internal and external. In other words, organisations that defined themselves as relational would focus on relationship building with clients and employees. Organisations that define themselves as individualistic would focus on being seen as the best in their industry and encourage and reward individualistic performance amongst employees. Organisations that identify themselves as collective would focus on maximizing the welfare of the groups that they represent and providing a nurturing environment for its employees. The strong influence of collective self-aspects on sources of workplace satisfaction and organisational commitment observed in the present studies may have been influenced by the identity orientation of the organisations survey. If this is the case, the implications of this research maybe that employees with strong collective self-aspects are likely to be more satisfied and committed when working in organisations that have a collective identity orientation. Furthermore, employees with a strong individual self-aspects are likely to be more satisfied and committed when working within organisations with an individualistic identity orientation and employees with strong relational self-aspects are likely to be more satisfied and committed when working in organisations with a relational identity orientation. Therefore, matching people to organisations may have more to do with their self-aspects than the job skills that they bring with them.
7.8 Limitations

The findings from the three empirical studies reported in Chapters 4 through 6, while providing some evidence to support the SSC integrated model proposed in this thesis, were limited by a number of factors.

Across all three studies little support was found for the expectation that individual self-aspects, job satisfaction and continuance commitment would be related. A sampling design flaw may have contributed to this result. In Study 1, respondents were more relational than individual or collective and in Study 3 respondents were more collective than individual or relational. Based on Brickson’s (2000, 2005) research, it was possible that the strong relational and collective orientation observed in these studies may have reflected the relational and collective nature of these organisations. In organisations that emphasise cooperation and collaboration it is likely that individualism would be discouraged. In such organisations, it is unlikely that employees with strong individual self-aspects would find satisfaction in their jobs. As such, a flaw in the sampling design that did not include respondents from organisations with individualistic identity orientations may have influenced this result.

A second possible limitation of this research related to the negatively skewed or uneven distribution of workplace satisfaction scores observed across the three empirical studies. Respondent in all three studies expressed high levels of satisfaction with the organisation, senior management, manager and colleague relationships as well as their jobs. This high level of satisfaction expressed by respondents on each of the sources of workplace satisfaction may have contributed to the strong influence of collective self-aspects observed across this research. Organisations that are able to develop workplace cultures that are perceived to be highly satisfying by the majority of its employees are also likely to develop and reinforce a sense of loyalty and collective identity amongst its employees. In the current research, it is possible that the organisations from which respondents were drawn may have reflected above average workplace cultures and as such may not have reflected average Australian organisation whose employees’ satisfaction levels are likely to be normally distributed.

A third possible limitation of this research related to the measurement of self-aspects. In Study 1 the original RIC scale (Kashima & Hardie, 2000) was used to measure general self-aspects. It was argued that the results observed in Study 1 could
have been influenced by the fact that this measure of self-aspects focuses on measuring the self within a variety of contexts and not within a specific work context. To address this limitation, in Study 3, a work specific self-aspects scale was introduced to measure self-aspects within a work context. This scale, however, failed to demonstrate the hypothesised links between self-aspects, workplace satisfaction and organisational commitment. The poor scale alphas yielded by each of the work self-aspects scales may have contributed to this. This suggests that further item development for each of the work self-aspects scales is required before self-aspects can be reliably measured within a work context.

7.9 Recommendations for further research

There are a number of possible directions for further research that should be considered in order to test the validity of the integrated SSC model. Future research around the integrated SSC model should consider three key issues: further scale development of the Ric work self-aspects scale, the order effects of the survey and sampling issues.

One limitation that was identified in this research related to the poor internal reliability of each of the work self-aspects scales. Further consideration should also be given to extending the number of items used to measure each of the work self-aspects scales to improve their internal reliability. Consideration should also be given to presenting the work self-aspects scale at the beginning of the survey. Greater consistency between work self-aspects and predicted sources of workplace experiences is more likely to occur by having respondents focus on their self-orientation within the current work environment first and then have them respond to items that measure aspects of workplace satisfaction. This may also avoid the potential for fatigue to set in at the end of the survey.

Consideration should also be given to the type of organisations that are selected. The respondents in all three studies appeared to be drawn from organisations that placed value on loyalty, co-operation, teamwork and workplace relationships which may have contributed to the higher workplace satisfaction scores and the subsequent of collective self-aspects across this research. To assess the true influence of the organisational context on self-aspects, future research should select organisations and workplace populations that are likely to produce a wider range of satisfaction scores. This would enable a more accurate assessment of the influence of
work self-aspects and workplace satisfaction on organisational commitment. In order to assess the influence of individual self-aspects on job satisfaction and continuance commitment it would be useful to replicate this research within a highly competitive sales organisation. The real estate industry may provide such an opportunity. In this industry, sales consultants are usually paid on sales commission and status within the organisation is usually achieved through individual performance. Because of the competitive nature of this industry turnover is usually high and commitment towards the organisation is likely to be based on accrued personal benefits and financial gains. Such organisations tend to attract sales consultants with strongly developed individual work self-aspects that are likely to associate satisfaction gained in the job with personal achievement. Where individual work self-aspects and job satisfaction are strong, it seems more likely that such employees would experience continuance commitment towards their organisation.

7.7 Conclusions and final comments

Do the results of these studies provide some support for the view that a relationship exists between self-aspects, sources of workplace satisfaction and different types of organisational commitment? Further research is required with different types of organisations to answer this question with any degree of confidence, but what has been observed is encouraging. On the surface, this research does raise one significant implication for organisations seeking to build organisational commitment amongst its employees. The present research suggests that the strength of an employee’s collective self-aspects is likely to predict their satisfaction with their organisation, their workplace relationships, their jobs and their affective and normative commitment to their organisation. Furthermore, it appears that if organisations are successful in creating a values-based work environment where employees feel that they are treated fairly and are accepted and valued by both colleagues and managers, then organisations are likely to strengthen and reinforce employees’ collective self-aspects. When an employee’s collective self-aspect is strengthened, he or she is more likely to identify as a group member and work for the good of the group focusing on achieving organisational goals. They are also likely to feel emotionally attached to the organisation, expressing their loyalty and obligation to it. For many organisations, creating a work environment that encourages their employees’ collective self-aspects may be a desirable end in itself.
References


Appendix A

Study 1 Questionnaire

The following pages contain the questionnaire used in Study 1, described in Chapter 4.
My name is Frank Cahill and I am completing my Doctorate Degree in Psychology, (Counselling Psychology), through Swinburne University of Technology. Dr. Emiko Kashima is supervising my research project.

My study involves examining how individuals manage personal value conflict that they may have with their organisation. Personal perceptions about how the organisation is run by the management team or the products and services that are produced by the organisation can give rise to what may be termed personal-organisational value conflict. I am interested in understanding how people might manage this conflict. The general information gained from this research could be used to develop strategies to improve job satisfaction levels within organisations.

Should you wish to participate in this research study you will be asked to complete two questionnaires, Part A and Part B. Part A will ask you to disclose your attitudes and beliefs towards the organisation you work for, its managers, your work colleagues and the job you perform. Part B is a survey designed to measure different aspects of self whether you see yourself to be individual oriented, relationship oriented, or group oriented. It should take you about 15-20 minutes to complete questionnaires A & B.

The general results of this survey will be fed back to your organisation as part of a formal organisational review. Your individual responses to this questionnaire are confidential and your involvement is voluntary. You are free to discontinue at any time.

This questionnaire may raise some sensitive issues that you might currently be experiencing within your job. Should this questionnaire raise issues of a personal nature, provisions have been made for you to access a confidential support service. The contact details of this service are enclosed.

If you have concerns or complaints about the nature of this study or the questionnaire you can contact

The Chair
Human Research Ethics Committee
Swinburne University of Technology
P O Box 218
HAWTHORN, VIC. 3122
Phone: (03) 9214 5223

In the event that the results of this study are published no participating organisations or individual respondents will be identified. Should you have any questions about this research you can contact Frank Cahill on 03 9811 6801 or fcahill@integro.com.au or Dr. Emiko Kashima on 03 9214 8206 or Ekashima@groupwise.swin.wdu.au.
Once you have completed both questionnaires please seal them in the attached reply paid envelope.

Thank you for participating in this research project.

Yours truly,

Frank Cahill  
(BA, Grad. Dip. Appl. Psych.)
### Background Information

Before completing this questionnaire could you please take a moment to provide the following information.

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<th>1. Gender:</th>
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<td>45-54</td>
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<td>25 – 34</td>
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<td>55 – 64</td>
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<td>35 – 44</td>
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<td>65 and over</td>
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<td>High School or less</td>
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<td>Graduate degree</td>
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<td>Some Tertiary</td>
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<td>Post Graduate Degree</td>
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<th>4. Position:</th>
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<td>CEO/DGM</td>
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<td>Department Manager</td>
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<td>Supervisor/Team Leader</td>
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<td>Staff Member</td>
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<td>Other</td>
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<th>5. Salary Range:</th>
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<td>$60,000 - 80,000</td>
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<td>$25,000 - $40,000</td>
<td></td>
<td>$80,000 - 100,000</td>
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<td>$40,000 - $60,000</td>
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<td>$100,000 plus</td>
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<th>6. Years of Service with current employer:</th>
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<td>10 – 15 Years</td>
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<td>1 – 3 Years</td>
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<td>15 – 20 Years</td>
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<td>3 – 6 Years</td>
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<td>20 Plus Years</td>
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<tr>
<td>6 – 10 Years</td>
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7. Employment Type

- Full Time
- Part Time
- Casual
- Contractors
- Temps

8. Ethnic or Racial Background

- Anglo – Celtic
- European
- Asian
- Aboriginal/Torres Strait Island origin

International (please specify) ________________________________

Biracial _________________________ Other ____________________________
Section A

The following statements are designed to measure your attitudes towards your organisation, the people you work with and the job you perform. Consider each statement and respond in terms of the level you agree or disagree with it. When responding to these statements, consider them in relation to the organisation you are currently working for. Circle the number that best represents your level of agreement or disagreement.

Scale:

Strongly Agree  Neither agree  Strongly Disagree
Disagree        or Disagree  Agree

1---------2---------3----------4-----------5---------6-----------7

Where 1 = Strongly disagree, 2 = Moderately disagree, 3 = Slightly disagree, 4 = Neither disagree or agree, 5 = Slightly agree, 6 = Moderately agree, 7 = Strongly agree

Example:

I am satisfied with the strong network of friends I have at my work

Strongly Agree  Neither agree  Strongly Disagree
Disagree        or Disagree  Agree

1---------2---------3----------4-----------5---------6-----------7

The following questions are designed to assess your attitudes towards the organisation you are currently working for

1. My organisation’s products and services are recognised as making a positive contribution to our society.

1---------2---------3----------4-----------5---------6-----------7

Strongly Agree  Neither agree  Strongly Disagree
Disagree        or Disagree  Agree
2. I feel that our organisation has a good reputation for delivering products and or services in our community.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

3. I am proud of my organisation’s products and services.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

4. My organisation treats its staff ethically.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

5. Since joining this organisation, my personal values and those of the organisation have become more similar.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

6. The reason I prefer this organisation to others is because of what it stands for, its values.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

7. My attachment to this organisation is primarily based on the similarities of my values and those represented by my organisation.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree
8. I think my organisation’s policies are fair and reasonable.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

9. I feel very loyal to this organisation.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

When answering these questions focus on the Senior Management of the organisation you work for.

10. In our organisation Senior Managers treat their staff fairly.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

11. My personal values and the values of the Senior Management of this organisation are very similar.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

12. Generally, the Senior Management in our organisation keep the promises they make to their staff.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree
13. The Senior Management of this organisation put the interests of their staff ahead of their own.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

14. The Senior Management in our organisation trust their staff.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

The following questions look at different aspects of the job that you perform. For each question consider how Satisfied you currently are with this aspect of your job.

15. Having personal control over my job performance.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

16. Enjoying my job and gaining great personal satisfaction from it.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

17. Gaining a sense of accomplishment from the work that I do.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

18. Performing work that makes good use of my abilities.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied
19. Taking personal pride in the job that I do.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

20. Given (by the organisation) personal responsibility for the job that I do.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

21. Having an opportunity to engage in personally gratifying work.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

22. Training opportunities to learn new skills in my job.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

23. Opportunities for advancement to higher level jobs in this organisation.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

The following questions are design to measure the Satisfaction you gain from Relationships with others in your current job. When answering these questions consider your work colleagues but not your direct manager or supervisor.

24. Being in a work environment where I can depend on my co-workers for help.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied
25. Working with people who seem to really care.
   1---------2---------3---------4---------5---------6---------7
   Dissatisfied Satisfied

26. Having a strong network of friends at work.
   1---------2---------3---------4---------5---------6---------7
   Dissatisfied Satisfied

27. Having good relationships with my work associates.
   1---------2---------3---------4---------5---------6---------7
   Dissatisfied Satisfied

28. Having a positive atmosphere in my workplace.
   1---------2---------3---------4---------5---------6---------7
   Dissatisfied Satisfied

29. Having someone at my work that I can talk things over with.
   1---------2---------3---------4---------5---------6---------7
   Dissatisfied Satisfied

30. Having good interpersonal relationships with the people I work closely with.
   1---------2---------3---------4---------5---------6---------7
   Dissatisfied Satisfied
When answering these questions, consider your direct manager or supervisor.

31. Working with a manager who really cares for his or her people.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

32. Working with a manager who is emotionally supportive.

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33. Working with a manager who puts the interests of others before him or herself.

1---------2---------3---------4---------5---------6---------7
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34. Working with a manager who trusts their staff.

1---------2---------3---------4---------5---------6---------7
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When answering these questions think about your current employment and commitment to the organisation

35. I feel a strong sense of belonging to my organisation.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree
36. I feel ‘emotionally attached’ to this organisation.

1---------2---------3---------4---------5---------6---------7
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37. This organisation has a great deal of personal meaning for me.

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38. I feel ‘part of the family’ at my organisation.

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39. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.

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42. It would be very hard for me to leave my organisation right now even if I wanted to.

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Strongly Neither agree Strongly
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43. I think that people these days move from company to company too often.

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Strongly Neither agree Strongly
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44. Jumping from organisation to organisation does not seem at all ethical to me.

1---------2---------3---------4---------5---------6---------7
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Disagree or Disagree Agree

45. One of the reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

46. Things were better in the days when people stayed with one organisation for most of their careers.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree
Section B

The following 10 sets of items are concerned with the ways in which people approach some important questions in their lives. Each set is comprised of three different options. Read all three carefully before answering. Then, rate each of them in terms of how well it describes you or is true of you. Use the scale provided. Enter one number between 1 and 7 in the space given next to each statement.

<table>
<thead>
<tr>
<th>Does Not Describe Me</th>
<th>Describes Me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not true of Me</td>
<td>Very True of Me</td>
</tr>
<tr>
<td>1 2 3 4 5 6 7</td>
<td></td>
</tr>
</tbody>
</table>

1. When faced with an important personal decision to make,
   a) I talk with my partner or best friend.   
   b) I ask myself what I really want to do most. 
   c) I talk to my family and relatives.

2. I think it is most important in life to
   a) Work for causes to improve the well-being of my group. 
   b) Have personal integrity/be true to myself. 
   c) Have good personal relationships with people who are important to me.

3. I would teach my children
   a) To be loyal to the group to which they belong. 
   b) To be caring to friends and attentive to the friends’ needs. 
   c) To know themselves and develop their own potential as a unique individual.

4. I regard myself as
   a) A good partner and friend. 
   b) A good member of my group. 
   c) Someone with his/her own will.
5. I am most concerned about
   a) My relationship with myself.
   b) My relationship with a specific person.
   c) My relationship with my group.

6. I would regard someone as a good employee for a company if
   a) He or she takes personal responsibility for the task assigned.
   b) He or she gets on well and works cooperatively with other colleagues.
   c) He or she works for the development of the organization or the work group.

7. I think honour can be attained by
   a) Being true to people with whom I have personal relationships.
   b) Being true to my groups such as my extended family, work group, religious and social groups.
   c) Being true to myself.

8. The most satisfying activity for me is
   a) Doing something for my group (such as my school, church, club, neighborhood, and community).
   b) Doing something for someone important to me.
   c) Doing something for myself.

9. I would feel proud if
   a) My close friend was praised in the newspaper for what s/he has done.
   b) My group to which I belong was praised in the newspaper for what they have done.
   c) I was praised in the newspaper for what I have done.
10. When I attend a musical concert

a) I feel that enjoying music is a very personal experience. 

b) I feel enjoyment if my company (partner, friend, guest) also enjoys it. 

c) I feel good to be part of the group.

Thank you very much for your cooperation.
Appendix B

Study 2 Questionnaire

The following pages contain the questionnaire used in Study 2, described in Chapter 5.
Section A

The following statements are design to measure your attitudes towards your organisation, the people you work with and the job you perform. Consider each statement and respond in terms of the level you agree or disagree with it. When responding to these statements consider them in relation to the organisation you are currently working for. Circle the number that best represents your level of agreement or disagreement.

Scale:

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</thead>
<tbody>
<tr>
<td>Disagree</td>
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<td>Agree</td>
</tr>
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</table>

1---------2---------3---------4---------5---------6---------7

Where 1 = Strongly disagree, 2 = Moderately disagree, 3 = Slightly disagree, 4 = Neither disagree or agree, 5 = Slightly agree, 6 = Moderately agree, 7 = Strongly agree

Example:

I am satisfied with the strong network of friends I have at my work

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<td>Agree</td>
</tr>
</tbody>
</table>

1---------2---------3---------4---------5---------6---------7

The following questions are designed to assess your Attitudes towards the organisation you are currently working for

1. My organisation’s products and services are recognised as making a positive contribution to our society.

1---------2---------3---------4---------5---------6---------7

Strongly | Neither agree | Strongly |
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Disagree</td>
<td>or Disagree</td>
<td>Agree</td>
</tr>
</tbody>
</table>
2. I feel that our organisation has a good reputation for delivering products and or services in our community.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

3. I am proud of my organisation’s products and services.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

4. My organisation treats its staff ethically.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

5. Since joining this organisation, my personal values and those of the organisation have become more similar.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

6. The reason I prefer this organisation to others is because of what it stands for, its values.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

7. My attachment to this organisation is primarily based on the similarities of my values and those represented by my organisation.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree
8. I think my organisation’s policies are fair and reasonable.

1---------2---------3---------4---------5---------6---------7
Strongly     Neither agree         Strongly
Disagree     or Disagree          Agree

9. I feel very loyal to this organisation.

1---------2---------3---------4---------5---------6---------7
Strongly     Neither agree         Strongly
Disagree     or Disagree          Agree

When answering these questions focus on the Senior Management of the organisation you work for.

10. In our organisation Senior Managers treat their staff fairly.

1---------2---------3---------4---------5---------6---------7
Strongly     Neither agree         Strongly
Disagree     or Disagree          Agree

11. My personal values and the values of the Senior Management of this organisation are very similar.

1---------2---------3---------4---------5---------6---------7
Strongly     Neither agree         Strongly
Disagree     or Disagree          Agree

12. Generally, the Senior Management in our organisation keep the promises they make to their staff.

1---------2---------3---------4---------5---------6---------7
Strongly     Neither agree         Strongly
Disagree     or Disagree          Agree
13. The Senior Management of this organisation put the interests of their staff ahead of their own.

1---------2---------3---------4---------5---------6---------7
Strongly Disagree or Disagree Agree
Neither agree Strongly

14. The Senior Management in our organisation trust their staff.

1---------2---------3---------4---------5---------6---------7
Strongly Disagree or Disagree Agree
Neither agree Strongly

The following questions look at different aspects of the job that you perform. For each question consider how Satisfied you currently are with this aspect of your job.

15. Having personal control over my job performance.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

16. Enjoying my job and gaining great personal satisfaction from it.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

17. Gaining a sense of accomplishment from the work that I do.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

18. Performing work that makes good use of my abilities.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied
19. Taking personal pride in the job that I do.

1---------2---------3---------4---------5---------6---------7
Dissatisfied                      Satisfied

20. Given (by the organisation) personal responsibility for the job that I do.

1---------2---------3---------4---------5---------6---------7
Dissatisfied                      Satisfied

22. Having an opportunity to engage in personally gratifying work.

1---------2---------3---------4---------5---------6---------7
Dissatisfied                      Satisfied

22. Training opportunities to learn new skills in my job.

1---------2---------3---------4---------5---------6---------7
Dissatisfied                      Satisfied

23. Opportunities for advancement to higher level jobs in this organisation.

1---------2---------3---------4---------5---------6---------7
Dissatisfied                      Satisfied

The following questions are designed to measure the Satisfaction you gain from Relationships with others in your current job. When answering these questions consider your work colleagues but not your direct manager or supervisor.

24. Being in a work environment where I can depend on my co-workers for help.

1---------2---------3---------4---------5---------6---------7
Dissatisfied                      Satisfied
25. Working with people who seem to really care.

1---------2---------3---------4---------5---------6---------7
Dissatisfied  Satisfied

26. Having a strong network of friends at work.

1---------2---------3---------4---------5---------6---------7
Dissatisfied  Satisfied

27. Having good relationships with my work associates.

1---------2---------3---------4---------5---------6---------7
Dissatisfied  Satisfied

28. Having a positive atmosphere in my workplace.

1---------2---------3---------4---------5---------6---------7
Dissatisfied  Satisfied

29. Having someone at my work that I can talk things over with.

1---------2---------3---------4---------5---------6---------7
Dissatisfied  Satisfied

30. Having good interpersonal relationships with the people I work closely with.

1---------2---------3---------4---------5---------6---------7
Dissatisfied  Satisfied
When answering these questions, consider your direct manager or supervisor.

31. Working with a manager who really cares for his or her people.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

32. Working with a manager who is emotionally supportive.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

33. Working with a manager who puts the interests of others before him or herself.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

34. Working with a manager who trusts their staff.

1---------2---------3---------4---------5---------6---------7
Dissatisfied Satisfied

35. I feel a strong sense of belonging to my organisation.

1---------2---------3---------4---------5---------6---------7
Strongly Neither agree Strongly
Disagree or Disagree Agree
36. I feel ‘emotionally attached’ to this organisation.

1---------2---------3---------4---------5---------6---------7
Strongly               Neither agree         Strongly
Disagree               or Disagree           Agree

37. This organisation has a great deal of personal meaning for me.

1---------2---------3---------4---------5---------6---------7
Strongly               Neither agree         Strongly
Disagree               or Disagree           Agree

38. I feel ‘part of the family’ at my organisation.

1---------2---------3---------4---------5---------6---------7
Strongly               Neither agree         Strongly
Disagree               or Disagree           Agree

39. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.

1---------2---------3---------4---------5---------6---------7
Strongly               Neither agree         Strongly
Disagree               or Disagree           Agree

40. I feel that I have too few options to consider leaving this organisation.

1---------2---------3---------4---------5---------6---------7
Strongly               Neither agree         Strongly
Disagree               or Disagree           Agree

41. Right now staying with my organisation is a matter of necessity as much as desire.

1---------2---------3---------4---------5---------6---------7
Strongly               Neither agree         Strongly
Disagree               or Disagree           Agree
42. It would be very hard for me to leave my organisation right now even if I wanted to.

1---------2----------3---------4----------5---------6---------7
Strongly  Neither agree  Strongly
Disagree  or Disagree  Agree

43. I think that people these days move from company to company too often.

1---------2----------3---------4----------5---------6---------7
Strongly  Neither agree  Strongly
Disagree  or Disagree  Agree

44. Jumping from organisation to organisation does not seem at all ethical to me.

1---------2----------3---------4----------5---------6---------7
Strongly  Neither agree  Strongly
Disagree  or Disagree  Agree

45. One of the reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.

1---------2----------3---------4----------5---------6---------7
Strongly  Neither agree  Strongly
Disagree  or Disagree  Agree

46. Things were better in the days when people stayed with one organisation for most of their careers.

1---------2----------3---------4----------5---------6---------7
Strongly  Neither agree  Strongly
Disagree  or Disagree  Agree
Appendix C

Study 3 Questionnaire

The following pages contain the questionnaire used in Study 3, described in Chapter 6.
Section A

The following statements are designed to measure your attitudes towards your organisation, the people you work with and the job you perform. Consider each statement and respond in terms of the level you agree or disagree with it. When responding to these statements consider them in relation to the organisation you are currently working for. Circle the number that best represents your level of agreement or disagreement.

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Example:

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1---------2---------3---------4---------5---------6---------7

The following questions are designed to assess your Attitudes towards the organisation you are currently working for

1. My organisation’s products and services are recognised as making a positive contribution to our society.

1---------2---------3---------4---------5---------6---------7

Strongly | Neither agree | Strongly |
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2. I feel that our organisation has a good reputation for delivering products and or services in our community.

1--------2--------3--------4--------5--------6--------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

3. I am proud of my organisation’s products and services.

1--------2--------3--------4--------5--------6--------7
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4. My organisation treats its staff ethically.

1--------2--------3--------4--------5--------6--------7
Strongly Neither agree Strongly
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5. Since joining this organisation, my personal values and those of the organisation have become more similar.

1--------2--------3--------4--------5--------6--------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

6. The reason I prefer this organisation to others is because of what it stands for, its values.

1--------2--------3--------4--------5--------6--------7
Strongly Neither agree Strongly
Disagree or Disagree Agree

7. My attachment to this organisation is primarily based on the similarities of my values and those represented by my organisation.

1--------2--------3--------4--------5--------6--------7
Strongly Neither agree Strongly
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1---------2---------3---------4---------5---------6---------7

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When answering these questions think about your current employment and commitment to the organisation

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45. **One of the reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.**

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46. **Things were better in the days when people stayed with one organisation for most of their careers.**

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Section B

The following sets of questions involve ways that people approach some important issues in the workplace. Using the following scale, please rate every option in terms of how well it describes you.

Does not describe me – 1 2 3 4 5 6 7 – Describes me

47. In the workplace, I think it is important to strive for…
   My own personal success
   The success of a close colleague
   The success of my department

48. My preferred type of work task is…
   An individual project, which I can develop and complete on my own
   A joint project which is developed and completed in close co-operation with a work colleague
   A team project which is developed and conducted by the entire department

49. If I come up with a new idea at work….
   I am pleased to take personal credit for the idea
   I am pleased to share credit for the idea with a work colleague
   I am pleased to share credit for the idea with my department

Thank you for your co-operation