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Psychological capital and work-related attitudes : the moderating role of a supportive organisational climate.

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Appendix A - Organisational Access Letter

Psychology

School of Human & Community Development
University of the Witwatersrand
Private Bag 3, WITS, 2050
Tel: (011) 717 4500 Fax: (011) 717 4559

To Whom It May Concern

Dear Sir or Madam

My name is Vandana Naran and I am currently an Organisational Psychology Masters student at the University of the Witwatersrand. I am currently conducting supervised research for the purpose of obtaining my Masters degree.

I have chosen to do my research on psychological capital (PsyCap), job satisfaction, commitment and a supportive organisational climate as defined by perceived supervisor support. Psychological capital can be defined as an employee's positive state of development that is characterised by their hope, confidence, resilience and optimism. Job satisfaction refers to an individuals' evaluation of the characteristics of their job and organisational commitment refers to their degree of attachment or loyalty to their employing organisation. Perceived organisational support will be defined in terms of perceived supervisor support and refers to employees' perceptions about the extent to which their supervisor values their contribution and cares about their well-being. My research firstly aims to determine whether there is a relationship between an individual's level of psychological capital and their job satisfaction and commitment. In addition, my research aims to determine whether perceptions supervisor support will impact on this relationship.

In order to examine the relationship between psychological capital, perceived supervisor support, job satisfaction and commitment, data collection is necessary. Your organisation and members of your organisation would be of great benefit to me in the collection and analysis of this data. I would be grateful if you would grant permission for access to employees to invite them to participate in the study by completing a number of questionnaires via an online link. The questionnaires will take approximately 20 minutes to complete. Participation in this study is completely voluntary and completion of the questionnaire will be considered consent. The organisation will not be identified in the study. Employees will remain anonymous and no identifying information will be asked for such as name or identification number. Your organisation will receive the results of the study in the form of a summary at the group level. In order to protect anonymity and confidentiality, no individual or departmental results will be given. Once the study is complete, the raw data will be kept in a

safe archive. The questionnaires will only be viewed by me and my research supervisor. If you have any further questions, please feel free to contact me or my supervisor.

Kind Regards,

Vandana Naran

Name: Vandana Naran

Email: likearose81@gmail.com

Supervisor: Michael Greyling

Email: Michael.greyling@wits.ac.za

Appendix B-Participant Information Sheet

Psychology

School of Human & Community Development
University of the Witwatersrand
Private Bag 3, WITS, 2050
Tel: (011) 717 4500 Fax: (011) 717 4559

Dear Sir/Madam

My name is Vandana Naran and I am a student at the University of the Witwatersrand. I am currently conducting research in order to attain my Masters Degree in Organisational Psychology. I have chosen to do my research on the relationship between psychological capital, a supportive organisational climate, job satisfaction and commitment.

Psychological capital refers to an individual's positive state of development that is characterised by hope, confidence, optimism and resilience. Job satisfaction refers to an individuals' evaluation of the characteristics of their job and organisational commitment refers to their degree of attachment or loyalty to their employing organisation. Perceived organisational support will be defined in terms of perceived supervisor support and refers to employees' perceptions about the extent to which their supervisor values their contribution and cares about their well-being.

In order to conduct this study, I need to collect data from a number of participants in an organisation. I would like to invite you to participate in this study. Participation is completely voluntary. Employees that choose to participate in the study will be required to complete an online questionnaire, which will take approximately 20 minutes. Your completion of the questionnaire will indicate your consent to participate in the study. Your candid response will be warmly appreciated.

Your identity will remain anonymous. Anonymity will be accomplished by ensuring that no identifying information, such as name or identification number, will be asked for. Participation and non-participation will not benefit or disadvantage you in any way. I will require you to indicate which department you work in. However this information and the completed questionnaires will only be seen by me and my research supervisor, thus ensuring confidentiality. No information will be reported at the department level and any feedback given to the organisation will be at a group level and in the form of a summary. The data will be kept in a safe archive once the research is complete.

Thanking you

Name: Vandana Naran

email: likearose81@gmail.com

Supervisor: Michael Greyling

email: Michael.greyling@wits.ac.za

Appendix C - Demographic Questionnaire

(All information provided will be used to describe the sample and will be kept confidential)

Please indicate which department you belong to

Please indicate your age (in years)

Race

Black	White	Asian	Coloured	Other (please specify)

Gender

Male	Female

Tenure

6 months to a year	1-2 years	2-3 years	3-4 years	4-5 years	5 years +

Level of education

Matric	Certificate	Diploma	Degree	Other

Appendix D - Psychological Capital Questionnaire (PCQ)

(Luthans, Avolio & Avey, 2007)

Below are statements that describe how you may think about yourself **right now**. Use the following scale to indicate your level of agreement or disagreement with each statement.

Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Somewhat Agree 4	Agree 5	Strongly Agree 6

*4. I feel confident helping to set targets/goals in my work area. 1 2 3 4 5 6

*11. I can think of many ways to reach my current work goals. 1 2 3 4 5 6

*16. I usually take stressful things at work in stride. 1 2 3 4 5 6

*18. I feel I can handle many things at a time at this job. 1 2 3 4 5 6

*23. In this job, things never work out the way I want them to. 1 2 3 4 5 6

*Please refer to the letter attached

Appendix E - Permission to use the PsyCap Questionnaire

Appendix F - Perceived Supervisor Support Scale

(Eisenberger, 1986)

Listed below are statements that represent possible opinions that YOU may have about working under your supervisor. Please indicate the degree of your agreement or disagreement with each statement by checking the response that best represents your point of view about your supervisor

1. My supervisor values my contribution to the organisations well-being.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

2. My supervisor fails to appreciate any extra effort from me.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

3. My supervisor would ignore any complaint from me.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

4. My supervisor really cares about my well-being.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

5. Even if I did the best job possible my supervisor would fail to notice.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

6. My supervisor cares about my general satisfaction at work.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

7. My supervisor shows very little concern for me.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

8. My supervisor takes pride in my accomplishments at work.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

Appendix G - Organisational Commitment Questionnaire

(Mowday, Steers & Porter, 1982)

The following statements describe your feelings of attachment towards the organisation which you are currently employed with. Please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

2. I talk up this organisation to my friends as a great organisation to work for.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

3. I feel very little loyalty to this organisation.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

4. I would accept almost any type of job assignment in order to keep working for this organisation.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

5. I find that my values and the organisation’s values are very similar.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

6. I am proud to tell others that I am part of this organisation.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

7. I could just as well be working for a different organisation as long as the type of work was similar.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

8. This organisation really inspires the very best in me in the way of job performance.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

9. It would take very little change in my present circumstances to cause me to leave this organisation.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

10. I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

11. There’s not too much to be gained by sticking with this organisation indefinitely.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

12. Often. I find it difficult to agree with this organisation's policies on important matters relating to its employees.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

13. I really care about the fate of this organisation.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

14. For me this is the best of all possible organisations for which to work.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

15. Deciding to work for this organisation was a definite mistake on my part.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

Appendix H - Job Satisfaction Scale

(Warr, Cook & Wall, 1979)

Please indicate how satisfied or dissatisfied you are with the following features of your job by checking the appropriate response.

1. The physical work conditions

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

2. The freedom to choose your own method of working

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

3. Your fellow workers

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

4. The recognition you get for good work

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

5. Your immediate boss

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

6. The amount of responsibility you are given

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

7. Your rate of pay

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

8. Your opportunity to use your abilities

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

9. Industrial relations between management and workers in your firm

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

10. Your chance of promotion

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

11. The way your firm is managed

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

12. The attention paid to suggestions you make

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

13. Your hours of work

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

14. The amount of variety in your job

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

15. Your job security

Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very satisfied	Extremely satisfied
1	2	3	4	5	6	7

Appendix I - Ethical Clearance

Appendix J - Demographic Breakdown by Department

Table 8.1

Demographic Breakdown per Department

	Department 1 (n=2)		Department 2 (n=3)		Department 3 (n=2)		Deapartment 4 (n=3)	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender								
Male	0	0	1	33.3	1	50	1	33.3
Female	2	100	2	66.7	1	50	2	66.7
Race								
Black	0	0	0	0	0	0	1	33.3
White	2	100	0	0	0	0	2	66.7
Asian	0	0	1	50	1	50	0	0
Coloured	0	0	1	50	1	50	0	0
Other	0	0	0	0	0	0	0	0
Age								
20-35	2	100	1	33.3	1	50	2	66.7
36-60	0	0	2	66.7	1	50	1	33.3
60 +	0	0	0	0	0	0	0	0
Tenure								
6 months to a year	1	50	0	0	1	50	0	0
1-2 years	0	0	2	66.7	1	50	0	0
2-3 years	1	50	0	0	0	0	1	33.3
3-4 years	0	0	0	0	0	0	1	33.3
4-5 years	0	0	0	0	0	0	1	33.3
5 years +	0	0	1	33.3	0	0	0	0
Education								
Matric	0	0	1	33.3	0	0	0	0
Certificate	0	0	0	0	0	0	1	33.3
Diploma	0	0	0	0	0	0	0	0
Degree	2	100	2	66.7	2	100	2	66.7

Table 8.2

Demographic Breakdown per Department

	Department 5 (n=2)		Department 6 (n=2)		Department 7 (n=3)		Department 8 (n=3)	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender								
Male	0	0	0	0	2	66.7	2	66.7
Female	2	100	2	100	1	33.3	1	33.3
Race								
Black	1	50	0	0	0	0	0	0
White	1	50	2	100	3	100	2	66.7
Asian	0	0	0	0	0	0	1	33.3
Coloured	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Age								
20-35	1	50	1	50	1	33.3	3	100
36-60	1	50	1	50	2	66.7	0	0
60 +	0	0	0	0	0	0	0	0
Tenure								
6 months to a year	0	0	2	100	0	0	1	33.3
1-2 years	0	0	0	0	0	0	0	0
2-3 years	1	50	0	0	0	0	1	33.3
3-4 years	1	50	0	0	1	33.3	0	0
4-5 years	0	0	0	0	0	0	0	0
5 years +	0	0	0	0	2	66.7	1	33.3
Education								
Matric	0	0	0	0	0	0	0	0
Certificate	0	0	0	0	0	0	1	33.3
Diploma	0	0	0	0	0	0	2	66.7
Degree	2	100	2	100	3	100	0	0

Table 8.3

Demographic Breakdown per Department

	Department 9 (n=1)		Department 10 (n=4)		Department 11 (n=8)		Department 12 (n=4)	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender								
Male	1	100	0	0	5	62.5	2	50
Female	0	0	4	100	3	37.5	2	50
Race								
Black	0	0	1	25	8	100	1	25
White	1	100	1	25	0	0	1	25
Asian	0	0	2	50	0	0	1	25
Coloured	0	0	0	0	0	0	1	25
Other	0	0	0	0	0	0	0	0
Age								
20-35	0	0	1	25	7	87.5	1	25
36-60	0	0	3	75	1	12.5	2	50
60 +	0	0	0	0	0	0	1	25
Tenure								
6 months to a year	1	100	1	25	3	37.5	0	0
1-2 years	0	0	0	0	4	50	1	25
2-3 years	0	0	0	0	1	12.5	0	0
3-4 years	0	0	1	25	0	0	1	25
4-5 years	0	0	0	0	0	0	0	0
5 years +	0	0	2	50	0	0	2	50
Education								
Matric	0	0	1	25	0	0	0	0
Certificate	0	0	1	25	2	25	0	0
Diploma	0	0	2	50	1	12.5	0	0
Degree	1	100	0	0	5	62.5	4	100

Table 8.4

Demographic Breakdown per Department

	Department 13 (n=4)		Department 14 (n=4)	
	Frequency	%	Frequency	%
Gender				
Male	0	0	0	0
Female	4	100	4	100
Race				
Black	1	25	1	25
White	2	50	2	50
Asian	1	25	1	25
Coloured	0	0	0	0
Other	0	0	0	0
Age	2	50	4	100
20-35	2	50	0	0
36-60	0	0	0	0
60 +				
Tenure				
6 months to a year	1	25	3	75
1-2 years	1	25	1	25
2-3 years	1	25	0	0
3-4 years	0	0	0	0
4-5 years	1	25	0	0
5 years +	0	0	0	0
Education				
Matric	0	0	0	0
Certificate	0	0	0	0
Diploma	1	25	3	75
Degree	3	75	1	25

Appendix K – Scatter-plots for Supervisor Support

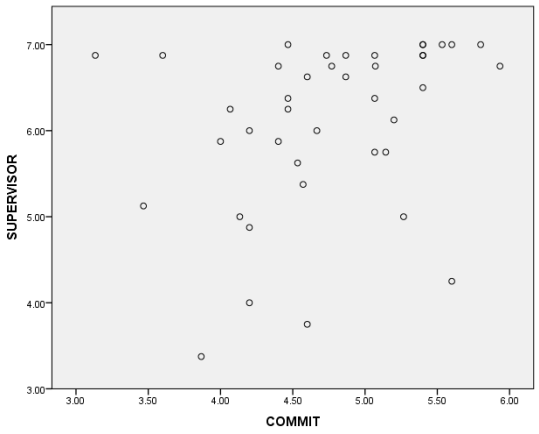

Figure 7.1: Relationship between supervisor support and organisational commitment.

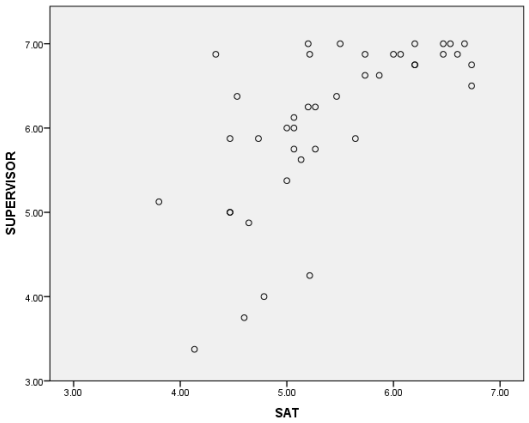

Figure 7.2: Relationship between supervisor support and job satisfaction.