

Work ethic as a moderator between job satisfaction and organisational commitment
in a South African sample.

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Abstract

Work ethic has received considerable attention in literature from the 1930's to date. However, it has generally been viewed as a religious construct, such as the Protestant work ethic, the Islamic work ethic, and the Chinese Confusion work ethic. Therefore, this study researched work ethic as a multidimensional concept, focusing specifically on the South African professional. The objective was to investigate if the multidimensional work ethic moderates the relationship between job satisfaction and organisational commitment. Data was gathered from a nonprobability, convenience sample of 109 professionals from various organisations located within the Johannesburg and Durban areas. Participants completed three questionnaires, namely the Multidimensional Work Ethic Profile (Short Form), the Job Satisfaction Survey and the Organisational Commitment Questionnaire. Since the MWEF was not used in South Africa before, reliability and validity analyses were conducted on the scale. Moderated regression analyses were used to analyse if the dimensions of work ethic moderated the relationship between job satisfaction and organisational commitment. Finally ANOVA and Pearson's and Spearman's correlations were used to determine if age, tenure and educational level had any effect on work ethic.

Reliability and validity results revealed the MWEF (SF) is highly reliable in the South African context. However, while the multidimensional work ethic is based on a seven dimensional structure, it appears that a four dimensional structure is more applicable in the South African context. The analysis revealed that of the dimensions which comprise of multidimensional work ethic, only leisure and delay of gratification had a moderating effect on job satisfaction and organisational commitment. Self-reliance was found to have a minimal effect on the relationship between organisational commitment and job satisfaction. Scatterplots were generated in order to determine how leisure and delay of gratification alter the relationship between job satisfaction and organisational commitment. There was a positive and significant relationship between age and overall work ethic; and between age and religious work ethic. Work ethic was found to not differ according to gender. A positive and significant relationship was found between overall work ethic and educational levels; religious work ethic and educational levels; and delay of gratification and educational levels. The pattern showed those who value overall work ethic, religious work ethic and delay of

gratification the most are those with a Diploma as their highest qualification, followed by those with a Matric certificate, followed by those who have a University Degree (either Master's or Bachelor's). Lastly, the results of this study found that overall work ethic, religious work ethic, self-reliance and delay of gratification have a positive and significant relationship with tenure. In other words, the longer an individual remains in an organisation, the higher their levels of overall work ethic, religious work ethic, self-reliance and delay of gratification.

Declaration

I declare that the work submitted within this research project is my own, unaided work. It has not been submitted previously at this or any other institution.

Kirshia Pillay

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16/02/2015

Date

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CHAPTER 1: LITERATURE REVIEW

1.1 Introduction

Work ethic has been discussed in previous years from various scholars from the 1930's to date. However, studies have focused on work ethic from a religious perspective, such as the Protestant work ethic (Arrunada, 2010; Blood, 1969; Ladebo, Abubakar & Adamu, 2011; Marri, Sadozai, Zaman & Ramayet, 2012) , the Islamic work ethic (Yousef, 1999; Ali & Al Kazemi, 2007) and the Chinese Confucianism work ethic (Williams & Sandler, 1995) to name a few. This study aims to explore the work ethic of the South African professional from a multidimensional perspective, and whether this work ethic moderates the relationship between job satisfaction and organisational commitment. In the literature review to follow, the work ethic construct is defined. Work ethic is often confused with terms such as work ethics, work values, organisational ethics and organisational values. These terms will be distinguished from each other in order to gain a deeper insight on the work ethic construct. The reader is then introduced to research in the area of work ethic and an argument is made to explore work ethic in relation to job satisfaction and organisational commitment. Job satisfaction and organisational commitment are defined. The literature reviews findings from previous studies which have considered the three variables and concludes with an argument for work ethic being explored as a moderator between job satisfaction and organisational commitment.

1.2 Development of the work ethic construct

In ancient culture, specifically to the Hebrews and Greeks, hard work was thought to be degrading and not indulged in by the wealthy of society. The Greeks and Hebrews regarded work as a curse, and also considered mental labour to be work and therefore, a curse. For a significant period after the fall of the Roman Empire, work had no intrinsic value, and was only thought of as a manner to attain one's need for food and shelter. It was during the Protestant Reformation that hard work, including physical labour, became acceptable for all individuals in society, including the wealthy (Hill, 1992).

Work ethic, as a modern day concept, received considerable attention with the work of Max Weber, more specifically Weber's work on the "Protestant ethic and the Spirit of Capitalism" (Ali & Al-Kazemi, 2007). Weber stated that it was John Calvin who developed a new doctrine to work. Calvin believed that a group of individuals, known as the Elect would inherit eternal life from God, while the rest of society were doomed for Hell. Weber postulated that there was no way to be certain one was in the Elect, however Calvin believed that success in one's life and deeds were a sign of being in the Elect (as cited in Parsons, 1930). It was this desire to be considered as one of the Elect, and therefore individuals in society aimed to work hard in order to achieve success. Weber proposed that the desire to be in the Elect, along with the rise of capitalism produced what he called the Protestant work ethic. He believed the Protestant work ethic arose partly due to a belief in God's calling (as cited in Parsons, 1930). Key elements of the Protestant work ethic are diligence, punctuality, deferment of gratification, and primacy of work domain (Rose, 1985).

When the term 'work ethic' was coined, associated with it was the belief that both poor and rich individuals were to take full responsibility for their life. Therefore, hard work was viewed as a means of improving one's quality of life. Inherent in this mentality was the belief that the poor were to help themselves through labour and their quality of life would improve (Chester, 2012).

According to Weber (1930), the Protestant work ethic derived from what he refers to as 'the calling.' The calling of a Protestant individual, according to Weber (as cited in Parsons, 1930)) is living acceptability to God by fulfilling the obligations imposed on the individual by his position in the world. Weber believed the Protestant value of asceticism, which involves the surpassing of worldly pleasures and productive use of time, as well as 'the calling', is what partly contributed to the industrialization of Western Europe and Northern America (as cited in Parsons, 1930)). Furthermore, Weber stated that the Protestant work ethic was used as a rational control for one's life, as well as one's means of becoming successful (as cited in Parsons, 1930)). Research on the Protestant work ethic include dimensions such as a negative attitude regarding leisure activities, pride in their work, punctuality, need for achievement and honesty, to name a few (Furnham, 1990).

Hard work and becoming successful has become ingrained in the Western culture. This occurred during the industrial era (which occurred approximately from the early 1820's to the first half of the twentieth century), and hard work was known as being useful to the public. It was economists who encouraged individuals to work hard, because if individuals failed to work hard society would collapse (Lipset, 1990). The industrial age had demands on their workers, which challenged their work ethic. The industrial era removed skills which were previously valued, and replaced them with a semi-skilled workforce whose duty was to specialise in operation of a particular machine. This era compromised the promise of economic reward to the individual's work ethic, as well as their psychological reward (Hill, 1992).

It was after this era, in 1905, that Max Weber published his book in which he coined the term 'Protestant work ethic.' Therefore, work ethic was viewed as a calling and having a religious bearing, as Weber defined it. However, in 1911, Fredrick Taylor published his book entitled, '*The Principles of Scientific Management*' causing the Protestant work ethic and 'the calling' to be considered irrelevant for several years. Positivism encouraged the principles of Taylorism, and research from the 1920's to 1950's centred on human needs and person-environment fit (Myers, 2014).

After studying concepts of Taylorism and Positivism for many years, the concept of 'the calling' re-emerged in 1968. This was the beginning of the information age, and it sought individuals who wanted to have a sense of self-fulfilment in their work. The information age's work ethic differed from ancient Greeks and Hebrews in that hard work was no longer seen as a curse (Hill, 1992). Applebaum (1998) states that work ethic is continually redefined in this era because workers who desired appealing jobs were required to gain a better education, and being flexible was vital as the markets were rapidly changing. Furthermore, it differed from the Protestant work ethic which stated that working hard was being moral and a sacrifice. During the information age, work was seen as a reward in itself. Workers in this age seek control in their work, and want to succeed in it (Wattenberg, 1984). It was in the beginning of this era that produced research which led scholars such as Lipset (1990); Giorgio and Marsh (1990); and Abboushi (1990) to consider work ethic as being multidimensional and not having a religious bearing.

Abboushi (1990) hypothesised that an individual's occupation influences the amount of pride in their work, level of job involvement, their social status and attitude toward their earnings. Abboushi's (1990) study discovered that an individual's work experience influenced their work ethic. Green (2011) noted that the concept of work ethic differs throughout various cultures. Therefore the need for a multidimensional work ethic is necessary. It has been acknowledged that there are various aspects which contribute to one's work ethic other than one's religion.

1.3 Work ethic defined

Many scholars still research work ethic in relation to a specific religious belief, ranging from the Protestant work ethic (Zhang, Liu & Liu, 2011; Abele & Diehl, 2008), the Islamic work ethic (Uygur, 2009; Yousef, 1999), and the Chinese Confucian work ethic (Li & Madsen, 2009).

Cherrington (1980) defines work ethic as extending beyond social norms, and a high work ethic encourages accountability and responsibility for one's work. Hill and Petty (1995), Rodgers (1987) and Furnham, Bond, Heaven, Hilton, Lobel, Masters, Payne, Rajamanikam, Stacey and van Daalen (1993) were among the first scholars to suggest that work ethic may be multidimensional rather than unidimensional. Hill and Petty (1995) conceptualise work ethic as focusing on work related behaviours which include dependability, ambitiousness, consideration and cooperation.

According to Crain (1984) and Womble (1997), work ethic involves displaying a high level of dependability, a positive attitude regarding their work, and strong interpersonal skills. In 1998, the Workforce Development Board, located in North Carolina, stated that work ethic is comprised of two components. The first component involves the employee having a positive attitude toward their work, and the second component involves the employees' personal characteristics such as honesty, taking responsibility for their work, and interpersonal skills. This definition supports the explanation put forth by Crain (1984).

Wollack, Goodale, Wijting, and Smith (1971) distinguished between intrinsic and extrinsic work ethic. They proposed that Weber's Protestant Work Ethic deals with the intrinsic aspect of work ethic, namely that the work itself is its own reward. Three dimensions of intrinsic

work ethic include pride in one's work, job involvement and activity preference. Extrinsic work ethic includes attitude towards payment and the social status attached to the job (Wollack et al., 1971). This study will focus on the intrinsic aspect of work ethic.

Roth, Hearp, and Switzer (1999) state that work ethic is comprised of various personality differences. Roth et al, (1999) indicate that an individual's locus of control and conscientiousness influences the manner in which a person views their work ethic. Blau and Ryan (1997) state that work ethic consists of hard work, non-leisure, independence and asceticism. However, in of this study, work ethic is viewed as a concept which does not have a singular construct, but rather, encompasses multiple attitudes and beliefs which relate to work behaviour (Miller, Woehr & Hudspeth, 2002). Miller et al., (2002) state that work ethic reflects an individual's beliefs and attitudes regarding their work behaviour.

Work ethic has various characteristics; namely that it is multidimensional, it regards the persons work and is not linked to any particular job, it is learned, refers to attitudes or belief, as opposed to behaviours, is motivational in nature, and is not linked to any specific religion. According to Miller et al., (2002), the multidimensional work ethic measures seven facets of work ethic, namely hard work, leisure, centrality of work, wasted time, morality/ethics, self-reliance, and delay of gratification.

According to Chester (2012), work ethic may be defined as an employee knowing what needs to be done, and doing it. It comprises of seven dimensions, namely a positive attitude, reliability, professionalism, initiative, respect, integrity and gratitude. Chester (2012) believes that the current state of work ethic is undergoing a further transformation. He believes this transformation is occurring because society is developing individuals to build their self-esteem by placing the focus on themselves, creating a selfish workforce and personnel who have a false sense of entitlement (Chester, 2012).

The concepts of work ethic and work ethics are often used synonymously. However, these two terms are separate and distinct from one another. Other concepts which may seem to bear the same, or at the very least, a similar meaning to each other is that of work ethics and organisational ethics. These differences are discussed below.

1.4 Distinction between work ethic, work ethics and organisational ethics

Work ethics can be defined as “a collection of values and behaviour related to the work place that people feel are moral” (Sanders, 2004 p. 136). Examples of a violation of ethical behaviour in the workplace would include fraud, embezzlement, and discrimination (Jones & Kavanagh, 1996). Many large organisations have formal ethical policies such as ethical codes, codes of conduct and employees being obligated to attend ethical training programs in order to keep in line with the ethical codes of the organisation (Weaver & Trevino, 1999). A code of ethics given by the organisation provides employees with guidelines regarding what forms of behaviour would be perceived as acceptable (Finegan, 1994).

Another concept often confused with work ethic is organisational ethics refers to the values, principles and standards which guide the behaviour of the organisation (Ferrell, Fraedrich, & Ferrell, 2013). Organisational ethics ensure that the organisation remains honest to its stakeholders, which includes employees, stockholders, consumers and creditors (Griffin & Moorhead, 2008). Other than financial issues, organisational ethics involves the company catering for issues such as ways in which to protect the environment, pricing policies, and methods in which to balance profits and costs (Griffin & Moorhead, 2008). Therefore, while work ethics govern the behaviours of individuals in the workplace, organisational ethics guide the behaviour of the organisation.

According Olson and Murrell (2006), work values are outcomes that employees desire and believe they are to attain in their work. Work values influence employee’s perceptions and preferences in the workplace, and it is their work values which influence employee behaviour and attitudes. It is believed that work values originate according to one’s generation, context, and individual differences (Ng, Lyons, & Schweitzer, 2012). Considering that individuals of the same generation enter the workplace at approximately the same time, they will be socialized into the organisation in the same manner and therefore, have similar work values (Ng et al., 2012). As is evident, work ethic refers to the intrinsic attitude of the individual, while work ethics refers to how the individual behaves or acts in the workplace. Therefore, it may be possible that one with a high work ethic may have low work ethics.

The concept of work ethic and work values may appear to be synonymous, however as noted, work ethic is an intrinsic attitude of the employee regarding the manner in which they work. Work values, on the other hand, are the individuals expectation regarding their work and differs according to each individual. Thus whilst work ethic, work ethics and work values are linked to individuals in the workplace, they are not synonymous. From the definition above, one also notes that organisational ethics is very different to work ethic.

Upon understanding the differences between these terms, an investigation regarding previous studies on work ethic will follow.

1.5 Studies on work ethic

A study conducted by Shimko (1992) found that workers having a poor work ethic (not religiously based) will lead to high levels of absenteeism and turnover, thus decreasing the effectiveness of the organisation. This lends support to the claim of Ali, Falcone, and Azim (1995) who argue that a decline in work ethic would lead to an economic decline. Therefore, understanding work ethic in a South African context may aid in addressing the issues regarding unemployment and lead to an improvement in the productivity of the organisation.

Hill (1997) stated that work ethic increases one's employability, and characteristics which he believed underpinned work ethic should be instilled in children from middle school. Various studies were conducted throughout the years by scholars who wanted to discover the aspects that influence one's work ethic. For example, Taylor and Thompson's (1976) study revealed a significant relationship between an individual's age and their work ethic. A study conducted by Davidson (1983) discovered a positive and significant relationship between an individual's personality and their work ethic.

Meriac, Poling and Woehr (2009) investigate if the multidimensional work ethic differs based on gender, as indicated by previous research. However, Meriac et al., (2009) argue that scales used in previous research had limited generalisability. Therefore, they used the Multidimensional Work Ethic Profile (hereafter referred to as MWEP) in their study to avoid the concern regarding generalisability. Their sample consisted of 1122 men and 828 females in the United States of America, and was diverse in terms of race and educational levels.

Meriac et al., (2009) concluded that there are no gender differences in the multidimensional work ethic. According to Meriac et al., (2009), this proves that the work ethic is multidimensional and a social construct, as opposed to a cultural, religious or gender basis.

Hatcher (1995) compared the multidimensional work ethic of 224 instructors and 3,822 apprentices in the industrial trade union industry. The sample specialised in 'construction electrician.' His study revealed that apprenticeship does positively shape one's work ethic. Hatcher (1995) noted that work ethic may be taught, and the emphasis placed on various dimensions of work ethic changes as one gains more work experience. For example, apprentices perceived themselves to be more likeable, pleasant and outgoing, while instructors perceived themselves to be more dependable and punctual (Hatcher, 1995). This study raised the question regarding tenure and one's work ethic. Therefore, this study aimed to investigate if one's tenure influences their work ethic in a South African sample.

Meriac, Woehr, and Banister (2010) studied the multidimensional work ethic in relation to how it varies across three different generations. They found that the work ethic does vary across each generation, however they believed that this may be due to the generations interpreting the items of the MWEP in a different way. This raised the question regarding the impact one's age has on their work ethic. Therefore, this study will aim to investigate if the age of the South African sample influences their level of work ethic.

Giorgi and Marsh (1990) investigated the link between religion and work ethic, and if work ethic differs across various nations and cultures. Using the European Values Survey, Giorgi and Marsh studied the values of approximately 1200 individuals in France, Italy, West Germany, Great Britain, Holland, Belgium, Denmark, the Republic of Ireland, 321 participants in Northern Ireland, and 2303 participants in Spain. Each participant in the study was over the age of 18, and was asked what values they placed on their work. Their study found that the Western European cultures viewed work in the same way, that work ethic was stronger among Protestant individuals and countries when compared to Catholic individuals and countries. Furthermore, they proposed that the work ethic was related to a religious aspect, however it was found to be stronger amongst those who claimed to be atheist. Lastly, individuals who were better educated or had greater work experience were found to possess a greater work ethic value system (Giorgi & Marsh, 1990).

Arrunada (2010) investigated the work ethic and social ethic of Catholic and Protestant individuals, and how these ethics (work and social) differ across the two religions. This study found that there is a significant difference in the work ethic amongst Catholics and Protestants. Protestants were found to work 8.5% more hours and show greater personal success, however the researcher believed that this difference may be attributed to the value placed on prioritising between work and family between these two religions (Arrunada, 2010). From this recent study, it can be seen that the concept of work ethic is still closely related to the notion of religion.

Slabbert and Ukpere (2011) conducted a study on the comparison of work ethic between the Chinese and South African population. They conducted their research on 153 Chinese workers in two factories, and 162 South African workers from three factories by using the multi-dimensional work ethic profile. They concluded the Chinese population exhibited a higher work ethic than the South African sample in all dimensions of the MWEP except for the 'leisure' dimension where South Africans scored higher.

Rowe and Snizek (1995) investigated the difference in work ethic between males and females. Rowe and Snizek (1995) obtained data from 12 national samples in the United States over a period of 17 years. They concluded that gender does not influence one's work ethic, but rather, it is influenced by one's age, education and occupation.

Hill and Rojewski (1999) measured what aspects of work ethic that students who were at risk of failing found problematic. Hill and Rojewski (1999) used the OWEI to measure the student's work ethic, and the components considered to underpin work ethic, according to the OWEI, is being dependable, showing initiative, and interpersonal skills. Their study revealed that students who are at risk scored below the average on being dependable, showing initiative and interpersonal skills. In terms of gender, females scored higher on the OWEI than males (Hill & Rojewski, 1999).

Hill and Rojewski (1999) conclude that these three aspects of work ethic are able to be taught to children from a young age, increasing their level of employability when they are older. The relationship between gender and work ethic, and age and work ethic will also be investigated

in this study. This study will aim to explore how the relationship between age and work ethic, and gender and work ethic correlate in a South African sample.

Ali and Al-Kazemi (2007) conducted research regarding the Islamic work ethic in Kuwait. Their sample consisted of 762 managers from government and private enterprises. In order to measure the Islamic work ethic and level of loyalty to the organisation, an adaption of the Survey of Management and Organisation in the Arab World was used. They found that managers in Kuwait possess a high level of commitment to the Islamic work ethic. A strong correlation was found between work ethic and loyalty. This correlation, according to Ali and Al-Kazemi (2007) is of great importance, because if organisations were to nurture the loyalty (which includes the social aspect of the work place), it could lead to broadening the sense of loyalty to encompass organisational commitment and commitment to personal affiliations in the work place.

Hill (1997) used the Occupational Work Ethic Inventory (OWEI) which was developed in 1990 by Dr G.C. Petty to determine the differences in work ethic amongst individuals based on age, sex, level of education and age of individuals based in Texas. Hill (1997) found that women scored higher on all subscales of the OWEI, and there were no differences in work ethic amongst individuals of various age groups. Lastly, Hill (1997) concluded that individual's with a higher level of education displayed a higher level of work ethic.

Furnham et al., (1993) conducted a comparative study in which they compared the Protestant work ethic for professionals in 13 various countries. Participants completed seven work ethic scales, with only five of the seven scales having at an acceptable reliability coefficient. The consistent trend noticed by these scholars was that professionals from First World nations scored lower on the work ethic scales when compared to professionals from Third World countries. Based on correlations between the various scales, the authors concluded that work ethic differed from each individual based on differences in prestige, power and wealth. Their results indicated that the higher one's power, prestige or wealth in their given society, the lower their Protestant work ethic (Furnham et al., 1993).

Smola and Sutton (2002) conducted a study to investigate the generational viewpoints of work ethic. 350 participants across the United States of America completed a 191 item questionnaire which was constructed based on the work of Cherrington (1980). Smola and Sutton (2002) concluded that generational differences, between the millennials, generation X and baby boomers do exist. Their study revealed a decline in work values and ethic in the past 25 years.

Rose (2005) also investigated how one's educational background influenced their work ethic. Rose (2005) stated that the changing educational requirements of this generation would shift the focus of the work ethic, and cause employees to require jobs which focus on self-actualisation. His study revealed that the more qualified an individual is, the greater their work ethic.

Jobe (2014) investigated the multidimensional work ethic across three generations of registered nurses, resulting in a sample of 285, who work in an inpatient setting. Using the MWEF, Jobe (2014) discovered that while there are similarities in the work ethic of the three generations, they all differed in the emphasis they placed on hard work, leisure and delay of gratification.

While Jobe (2014) investigated the work ethic across three generations, Hite, Dasgupta and Dong (2013) investigated the perception of work ethic across various ethnic groups in the millennial generation in the United States of America. They found that due to cultural assimilation, there is a 'convergence' of the perception of work ethic among various ethnic groups. Furthermore, they found that there is no difference in the perception of work ethic in the millennial generation. In other words, one's ethnicity does not influence one's work ethic, which was believed to be true of previous generations.

Saks, Mudrack and Ashforth (2009) investigated the relationship between work ethic, job attitudes, employee intentions to resign and turnover for employees who are temporarily employed in a Canadian theme park. Saks et al., (2009) concluded that when an employee's work ethic is high, their intention to resign from the position will be low; while employees with a low level of work ethic will have great intentions to resign from their position. This study displays the fact when employees have a high work ethic, the turnover for an organisation would be low. A path analysis found that belief in the work ethic was directly

related to job satisfaction and organisational commitment; and belief in the work ethic was indirectly related to intentions to quit and turnover.

There is a need for studies such as this, as the view of work ethic being a multi-dimensional concept is new, and when it was studied in the past the focus was on work ethic in relation to a specific religion or culture. The aspects of work ethic which are becoming significantly important are the individual's attitudes and behaviours rather than a specific belief system (Hill & Petty, 1995). Giorgi and Marsh (1990) argue that while religion has a strong presence in many countries, religious institutions focus on matters dealing with spirituality and seem to be taking a less influential role in many issues. In Weber's era, religion took a more central role. Therefore, the need for more research into a multi-dimensional work ethic is pertinent.

While there appears to be a multitude of research on work ethic (Saks et al., 2009; Jobe, 2014; Hite 2013; Arruanda, 2010; Rowe & Snizek 1995), this study differs in that it considers the work ethic in a South African sample, as well as the multidimensional work ethic in relation to organisational predictors. Many of the studies mentioned failed to take organisational predictors into account. Research on job satisfaction and organisational commitment are common, however these variables have rarely been considered in relation to the multidimensional work ethic. Therefore, this study investigated how the multidimensional work ethic influences the relationship between job satisfaction and organisational commitment.

1.6 Job satisfaction defined

Spector (1985) states that job satisfaction is a 'cluster of feelings one has about a job.' According to Spector (1997) job satisfaction may be measured by two approaches, the first of which is the global approach which assesses job satisfaction based on the individual's overall affective reaction to their job. The second approach is the composite approach which investigates the way in which the individual views various aspects of their job, such as pay, relationships with co-workers, and benefits (Spector, 1997). Locke (1976) believes that job satisfaction is the emotional response one has regarding their job, or aspects of their job. One's feelings toward their work could be negative or positive; positive feelings resulting in

job satisfaction and negative feelings resulting in job dissatisfaction (Armstrong, 2007). The approach used in this study was the composite approach proposed by Spector (1997). The Job Satisfaction Survey (hereafter referred to as JSS) was developed by Spector (1985) and measures the different aspects of the composite approach were used in this study. More details on the scale are given in the instruments section in Chapter two.

1.7 Organisational commitment defined

Hellriegel and Slocum (2009, p. 57) define organisational commitment as "the strength of an employee's involvement in the organisation and identification with it." Organisational commitment is broader than job satisfaction due to the fact that it's an attitude toward the entire organisation, and not just their job. It is more stable than job satisfaction, as day to day events will not change the level of commitment (Hellriegel & Slocum, 2009).

Allen and Meyer (1990) state there are three components of organisational commitment. The first component is the affective component, which refers to an employee's emotional attachment and level of involvement with the organisation. The second component is the continuance commitment, which is the cost an employee associates with leaving an organisation. The third component is the normative level of commitment, which refers to an employee remaining in an organisation due to a sense of obligation (Allen & Meyer, 1990).

Meyer, Stanley, Herscovitch, and Topolnytsky (2002) conducted a meta-analysis in order to determine if the three component model of organisational commitment were distinct from each other, and if each component of the model differed to other variables such as job involvement, job satisfaction and occupational commitment. Meyer et al., (2002) determined that all three aspects were distinct from each other, and they were distinct from job involvement, job satisfaction and occupational commitment. Furthermore, Meyer et al., (2002) discovered that the more an employee experiences organisational commitment, it decreases of employee turnover. The more affective commitment experienced by the employee, the greater the possibility of the employee displaying characteristics such as attendance, performance, and organisational citizenship behaviour. On the other hand, continuance commitment was found to have either no relation or a negative relation to these characteristics (Meyer et al., 2002).

This study used Allen and Meyer's (1990) three component model of organisational commitment. This was operationalised using the Organisational Commitment Questionnaire (hereafter referred to as OCQ) developed by Allen and Meyer (1990). This scale is described in more detail in the instruments section of Chapter two.

1.8 Relating organisational commitment to work ethic and job satisfaction

Güleryüz, Güney, Aydın, and Aşan (2008) conducted a study amongst nurses to determine the relationships between emotional intelligence, job satisfaction and organisational commitment. Using 267 nurses in a teaching hospital located in Turkey, Güleryüz et al. (2008) found there was a positive correlation between emotional intelligence and job satisfaction. Most importantly, there was a significant and positive relationship between job satisfaction and organisational commitment.

Mahembe and Chipunza (2014) conducted a comparison between South Africans and Zimbabweans in their relationship between the Protestant work ethic and job satisfaction. Their sample consisted of 200 University employees in South Africa and Zimbabwe. In their sample, 60 academic and 40 non-academic staff members were randomly selected from each University, one in each country. Overall, South Africans exhibited higher mean scores on 25 of 65 variables, and a positive and significant relationship was found between the Protestant work ethic and job satisfaction, in both samples (Mahembe & Chipunza, 2014).

Witt (1990) investigated the relationship between locus of control and delay of gratification with organisational commitment and organisational satisfaction. His results revealed that should an employee value a delay in gratification, the more likely it is that the employee will be committed and satisfied in their organisation. Furthermore, the more internal the employees locus of control is, the greater their levels of organisational commitment and satisfaction.

Like Witt (1990) Lok and Crawford (2001) investigated organisational commitment. However, Lok and Crawford (2001) sought to determine the nature of the relationship

between organisational commitment and job satisfaction. Lok and Crawford (2001) hypothesized that a high level of job satisfaction would result in a high level of organisational commitment. These variables were measured by using the Job Satisfaction Survey developed by Mueller and McClosky (1990) and the Organisational Commitment Questionnaire developed by Mowday (1979). Their sample consisted of 251 nurses from 200 various hospitals. They found that job satisfaction is positively correlated to organisational commitment. More specifically, the more satisfied an employee is with their job, the more committed they will be to the organisation (Lok & Crawford, 2001).

Blood (1969) found that the Protestant work ethic was positively correlated with job satisfaction. He noted that while these correlations were not strong and did not provide causation, there was a definite relationship. Blood (1969) established this after analysing the Job Description Index, and the Two Faces Scales to measure job satisfaction, and an 8-item Protestant work ethic scale on student and professional airmen (Blood, 1969).

Marri, et al., (2012) investigated if the Islamic work ethic had a moderating effect on job satisfaction and organisational commitment with 317 employees from various agricultural organisations in Pakistan. They found there is a positive and significant relationship between the Islamic work ethic, job satisfaction and organisational commitment. Therefore, they believe that a high level of support for the Islamic work ethic will lead to greater levels of job satisfaction and organisational commitment. Marri, et al., (2012) concluded that the Islamic work ethic did moderate the relationship between job satisfaction and organisational commitment. In other words, the greater one's level of Islamic work ethic, the greater their level of job satisfaction and organisational commitment.

Yousef (1999) investigated the Islamic work ethic as a moderator between organisational commitment and job satisfaction. An Islamic Work Ethic Questionnaire, the Organisational Commitment Questionnaire and the Minnesota Satisfaction Questionnaire were administered to 425 Muslim employees in the United Arab Emirates. Yousef (1999) concluded that job satisfaction and organisational commitment were positively correlated, indicating there is a positive and significant relationship between job satisfaction and organisational commitment. In his study, employees who showed moderate job satisfaction displayed a moderate level of organisational commitment. When establishing how the Islamic work ethic influences this

relationship between job satisfaction and organisational commitment, Yousef (1999) conducted a multiple moderated regression. Yousef (1999) concluded that the Islamic work ethic increases as one's age, educational level and work experience increase. Yousef (1999) found that the Islamic work ethic moderated the relationship between job satisfaction and organisation commitment. In other words, high levels of Islamic work ethic result in high levels of job satisfaction; which will lead to high levels of organisational commitment.

Williams and Sandler (1995) investigated the extent to which the Protestant work ethic and the Chinese Confucian work ethic predicted organisational commitment and job satisfaction. Their sample consisted of Singaporean and American managers in a petroleum products firm, totalling a sample of 160. Their study revealed that the Protestant work ethic and Chinese Confucian work ethic were distant and unrelated concepts, however neither work ethic was culturally specific. Both work ethics predicted organisational commitment and job satisfaction; however the Protestant work ethic was more strongly related to organisational commitment, while the Chinese Confucian work was more strongly related to job satisfaction (Williams & Sandler, 1995).

1.9 Proposed model for this study

According to Arrunada (2010), while there is a positive correlation between job satisfaction and organisational commitment, this does not prove a causal relationship. However, according to South African scholars Martin and Roodt (2008), the more satisfied an individual is regarding their job, the less likely they are to leave the organisation, which constitutes organisational commitment. Martin and Roodt (2008) argued that the less satisfied an individual is, the less committed they will be to the organisation.

This study explores work ethic as a moderator between job satisfaction and organisational commitment. According to Baron and Kenny (1986), a moderator influences the direction or the strength of the relationship between the independent (job satisfaction) and dependent variable (organisational commitment). Baron and Kenny (1986) state that a moderating effect may occur if the moderating variable (work ethic) reduces the effect of the independent variable (job satisfaction) on the dependent variable (organisational commitment).

Based on the literature review, the positive relationship between job satisfaction and organisational commitment has been established theoretically (Güteryüz et al., 2008; Lok &

Crawford, 2001; Yousef, 1999). Therefore, this study will aim to discover if work ethic alters this relationship in any way in a South African context.

1.10 Conclusion

Based on the studies in this Chapter, it can be noted that while there has been a considerable amount of research done in the area, it has rarely been researched in relation to organisational predictors such as job satisfaction and organisational commitment. This study will go further in that it will investigate the multidimensional work ethic considering these organisational predictors in the South African context.

CHAPTER 2: METHODS

2.1 Introduction

In the section to follow, the aims of this study are presented followed by the rationale. The research questions and the four primary hypotheses explored in this study are presented. This is followed by a description of the sample obtained in the study. The questionnaire and research design used in the study are then described. The chapter concludes by describing the procedure, ethical considerations and data analytic procedures used throughout this study.

2.2 Aims of the study

The aim of this study was exploring if work ethic moderates the relationship between job satisfaction and organisational commitment. In doing so, the relationship between work ethic and organisational commitment was explored. The relationship between job satisfaction and organisational commitment was explored, and the interaction of work ethic and job satisfaction in relation to organisational commitment. Before exploring these relationships, it was essential to investigate the reliability and validity of the MWEP as this scale has not been widely used in South Africa. It was used in a single study (Slabbert & Ukpere, 2011) but no psychometric information on the scale was available. Finally it is evident that age, gender, educational level and tenure have the potential to influence work ethic. Hence this study sought to explore whether each of the three variables influenced an individual's work ethic.

2.3 Rationale

There is limited literature regarding the multidimensional work ethic, especially in a South African context. Literature and research discuss work ethics (Hoeyer & Jensen, 2012;), work values (Twenge, Campbell, Hoffman & Lance, 2010; Blickle, Fröhlich, Ehlert, Pirner, Dietl, Hanes & Ferris, 2011) organisational values (Gehman, Trevino, & Garud, 2013; Finegan, 2010; Posner, 2010), and religious forms of work ethic such as Islamic work ethic (Abbasi, Mir, & Hussain, 2012; Rokhman, 2010;), the Chinese Confucian work ethic (Yeh & Xu, 2010) and the Protestant work ethic (Zulfikar, 2012; Smrt & Karau, 2011), but the

multidimensional, intrinsic, personal orientation and drive to work hard is not addressed. In other words, a gap exists for research on the subject.

Furthermore, the multidimensional work ethic, according to the authors knowledge, has only been looked at once in a South African sample (Slabbert & Ukpere, 2011). Studies in which the multidimensional work ethic was investigated are referred to, however these studies were conducted in countries other than South Africa.

Understanding what factors moderate the relationship between organisational commitment and job satisfaction will help the employer ensure that their employees will accept the values of the organisation, will be more willing to go the extra mile for the organisation; and will have a deep desire to remain with the organisation (Hellriegel & Slocum, 2009). If organisations were to have a better understanding of work ethic and how this relates to organisational commitment and job satisfaction, the amount of absenteeism and turnover could be reduced. By determining if ones work ethic, moderate the level of job satisfaction and organisational commitment, employers may increase their organisational effectiveness and potentially prevent costs associated with a high turnover and absenteeism rate. Organisations may achieve this by developing training programs in a manner which promotes the development of a strong work ethic.

2.4 Research question

The research question influences the design of the study (Houser, 2012), and is linked to the hypothesis. The primary and secondary research questions for this study are presented.

2.4.1 Primary research questions

Research question 1: Is the MWEP reliable for a South African sample?

Research question 2: Is the MWEP valid for a South African sample?

Research question 3: Does the level of work ethic moderate the relationship between job satisfaction and organisational commitment?

2.4.2 Secondary research questions

Secondary question 1: Is there a relationship between work ethic and age and tenure, respectively?

Secondary question 2: Does work ethic differ as a function of gender and educational status, respectively?

2.5 Primary Hypothesis

The primary hypothesis for the study are stated in the section to follow.

2.5.1 Moderation hypotheses

Hypothesis 1: The multi-dimensional work ethic moderates the relationship between job satisfaction and organisational commitment.

2.5.2 Secondary hypotheses

Hypothesis 2: Work ethic and age are positively related.

Hypothesis 3: Work ethic will differ across gender.

Hypothesis 4: A stronger work ethic can be found in individuals who are more highly educated.

Hypothesis 5: There is a positive relationship between tenure and work ethic.

2.6 Sample

The sample for this study consisted of 114 working professionals over the age of 18 in South Africa. The sampling method used was non-probability convenience sampling. Convenience sampling infers that the researcher conducted their research on members of the population who were easy to find and willing to participate (Weathington, Cunningham & Pittenger, 2010). Non-probability sampling consists of collecting data from a large, randomly selected, unbiased sample (Bernard, 2011). These working professionals were located in various organisations within Johannesburg and Durban. An initial sample of 114 was obtained. However, due to outliers, the sample size decreased from 114 to 109. The descriptive statistics of this study are presented in Table 2.1.

Table 2.1 Descriptive Statistics for the Sample in this Study

Variable		Frequency	Frequency %	Cumulative %	
Gender	Male	42	38.2	100.0	
	Female	67	60.9	61.5	
Population Group	White	23	20.9	21.1	
	Indian	65	59.1	80.7	
	African	13	11.8	92.7	
	Coloured	8	7.3	100.0	
	Other	0	0	0	
Home Language	English	86	78.2	78.9	
	Afrikaans	10	9.1	88.1	
	isiNdebe	1	0.9	89.0	
	sePedi	1	0.9	89.9	
	seSotho	2	1.8	91.7	
	xiTsonga	0	0	0	
	seTswana	0	0	0	
	siSwati	0	0	0	
	tshiVenda	0	0	0	
	isiXhosa	1	0.9	92.7	
	isiZulu	4	3.6	96.3	
	Other	4	3.6	100.0	
	Education	Grade 11	1	0.9	0.9
		Matric	38	34.5	35.8
Diploma		42	38.2	74.3	
Bachelors		18	16.4	90.8	
Masters		6	5.5	96.3	
Doctorate		0	0	0	
Other		4	3.6	100.0	
Religion	Christianity	56	47.3	47.7	
	Hinduism	41	37.3	85.3	
	Islam	6	5.5	90.8	
	Judaism	0	0	0	
	Traditional African Religion	7	6.4	97.2	
	Other	3	2.7	100.0	

2.7 Instruments

A questionnaire requesting demographic information¹, and three instruments, namely, the MWEP (Short Form)² (Meriac, Woehr, Gorman & Thomas, 2013), the Job Satisfaction Survey³ (Spector, 1985) and the Organisational Commitment Questionnaire (Allen & Meyer, 1990) was used in this study.

2.7.1 Demographic Questionnaire

Age, race, gender, home language, religion, occupation, tenure, occupational history and highest level of education were requested in this section. Race, home language, religion and occupational history were used for descriptive purposes only; while age, gender, tenure and level of education were used for analyses

2.7.2 MWEP (Short Form)

The MWEP is a 65 item questionnaire containing 7 subscales, which are the attributes the scale is designed to measure (Miller et al., 2002). These subscales are self-reliance, leisure, centrality of work, morality/ethics, delay of gratification, wasted time, and hard work. Self-reliance is the individuals attempt to gain independence in their daily work tasks; and leisure is the level of importance the individual places on non-work related activities (Miller et al., 2002). Centrality of work is the individual's belief in working for the sake of working, and morality/ethics is the individual's belief in a 'just and moral system' (Miller et al., 2002). Delay of gratification is the level to which an individual postpones awards, and indicates an orientation towards the future (Miller et al., 2002). Wasted time refers to the way an individual believes their time is being used productively; and hard work is the belief in the virtue of working hard (Miller et al., 2002). However, for this study the short form of the MWEP was used, which consists of 28 items and 7 subscales. The MWEP (SF) was developed by Meriac et al., (2013), and utilises the same theoretical foundation and definitions for subscales as provided by Miller et al (2002).

¹ See Appendix C

² See Appendix E

³ See Appendix D

The MWEP (SF) uses a 5-point likert scale with participants being able to choose anchors ranging from ‘(1) Strongly Disagree’ to ‘(5) Strongly Agree’. Higher scores indicate higher endorsement of the statement, which therefore indicate a higher level of work ethic, with the exception of leisure. Leisure is negatively correlated with the other dimensions, and all items related to it may be reversed scored in order to combine it with the other dimensions (Meriac et al., 2013).

Slabbert and Ukpere (2011) conducted a study using the MWEP on a Chinese and South African sample. They did not refer to the reliability or validity of the scale in a cross-cultural setting. Furthermore, they did not specify if the short form of the measure was used, or the full version.

According to Meriac et al., (2013), the MWEP (SF) is a highly reliable scale. The internal consistency for the subscales are as follows: Self-reliance (.77), Morality/ethics (.75), Leisure (.78), Hard work (.85), Centrality of work (.86), Wasted time (.77), Delay of gratification (.85) and the Overall reliability was (.88).

Validity of the MWEP (SF) was established by correlating the dimensions of the MWEP (SF) with external scales. The first external scale is the Big Five Inventory, in order to correlate the subscales of the MWEP (SF) with the Big Five personality traits that include Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness. The second external scale is the Manifest Needs Questionnaire which measures the need for Achievement, Affiliation, Autonomy, and Dominance. The third external scale was Lodahl and Kejner’s (1965) Job Involvement Scale. The fourth scale was Cammann, Fichman, Jenkins, and Klesh’s (1979) Job Satisfaction Scale. The fifth scale was Seashore, Lawler, Mirvis, and Cammann’s (1982) Turnover Intentions scale; and the last scale was the revised version of the Organisational Commitment Questionnaire developed by Allen and Meyer (1997).

The cross-validation study to test the construct validity of the MWEP (SF) revealed that six out of the seven (with the exception of delay of gratification) were significantly correlated with conscientiousness. Self-reliance was negatively related to need for affiliation. The short form of the MWEP was found to be efficient, yet psychometrically sound. MWEP had

positive and significant relationships with measures of personality (however all subscales of the MWEP had negative and significant relationships with Neuroticism), manifest needs and attitudinal work outcomes (Meriac et al., 2013).

In order to determine if the short form of the MWEP related to the external variables in the same pattern as the long version of the MWEP, Meriac et al., (2013) used LISREL 8.70 to test equivalence of correlation matrices of the MWEP (SF) from Miller et al., (2002) version of the MWEP. Model fit indices revealed that the matrices were equivalent (Meriac et al., 2013). A hierarchical regression was performed with the personality factors entered into block one and the MWEP (SF) dimensions entered into block two. Results indicated that the MWEP (SF) dimensions explained a significant portion of the variance in job involvement, job satisfaction and turnover intentions (Meriac et al., 2013).

2.7.3 OCQ

The OCQ is a 15-item measure with a 7-point scale with anchors ranging from ‘(1) Strongly Disagree’ to ‘(7) Strongly Agree’. The scale measures the three constructs of organisational commitment, namely affective commitment, which is an employee’s emotional attachment and level of involvement with the organisation; continuance commitment, which is the cost an employee associates with leaving an organisation; and normative commitment, which refers to an employee remaining in an organisation due to a sense of obligation (Allen & Meyer, 1990).

Responses to each item should be numbered from 1 to 7, depending on the response of the participant. The items which are negatively worded must be reversed scored before summing up the responses to the items of each of the scales (Allen & Meyer, 1990). Higher scores indicate a greater endorsement of the statement, which therefore indicate a higher level of organisational commitment.

The Cronbach’s Alpha for each component of commitment was as follows: affective commitment (.87), continuance commitment (.75), and normative commitment (.79). The OCQ is highly correlated with the subscale which measures affective commitment, but not the subscale which measure continuance commitment. According to Allen and Meyer (1990),

this is evidence of the convergent validity of the affective commitment scale and for the discriminant validity of the continuance commitment scale (Allen & Meyer, 1990).

The OCQ has been used extensively in a South African sample. Simons and Buitendach (2012) used the OCQ to determine the relationship between psychological capital, work engagement and organisational commitment amongst call centre workers in South Africa. Simons and Buitendach (2012) state the overall Cronbach's Alpha of the OCQ to be 0.88, as they stated was the Cronbach's Alpha found in a previous study conducted by Jackson, Rothmann and van de Vijver (2006).

Mguqulwa (2009) used the OCQ in a South African agricultural company in order to determine the relationship between organisational commitment and work performance. Mguqulwa (2009) found the overall Cronbach's Alpha of the OCQ 0.79.

Bosman, Buitendach, and Laba (2005) used the OCQ amongst human resource practitioners in a South African financial institution in order to determine the relationship between job insecurity, burnout and organisational commitment. Bosman et al., (2005) found the overall Cronbach's Alpha to be 0.84.

In order to ensure the reliability for the use of this study, the OCQ was tested for reliability by the author. The Cronbach's Alpha for the OCQ was found to be 0.701.

2.7.4 JSS

The JSS is a 36-item scale that measures 9 subscales, namely, satisfaction with pay, promotion, supervision, fringe benefits, contingent rewards (performance based rewards), operating procedures (required rules and procedures), coworkers, nature of work, and communication (Spector, 1985). Participants are to respond to each statement on a 6-point Likert scale with anchors ranging from '(1) Disagree Very Much' to '(6) Agree Very Much.' A high score indicates a high level of job satisfaction; while a low score indicates job dissatisfaction.

The items which are negatively worded must be reversed scored before summing up the responses to the items of each of the 9 subscales (which are 4 items to each subscale) (Spector, 1985).

The internal consistency reliability scores for each subscale are as follows: pay (.75), promotion (.73), supervision (.82), fringe benefits (.73), contingent rewards (.76), operating procedures (.62), coworkers (.60), nature of work (.78), and communication (.71). The overall reliability coefficient for the JSS was reported as .91 (Spector, 1985). Test-retest reliability was tested on two different samples 18 months apart, and received scores ranging from .37 to .74. (Spector, 1985). Test-retest of the JSS of the subscales are pay (.45), promotion (.62), supervision (.55), benefits (.37), contingent rewards (.59), operating procedures (.74), co-workers (.64), nature of work (.54) (Spector, 1985).

The validity correlations between the JSS and the Job Descriptive Index ranged from .61 to .80. The JSS measures distinct facets of job satisfaction, which is evidence of discriminant validity. The correlations among the scales range from .10 to .59 (Spector, 1985).

Chihambakwe (2013) used the JSS in a South African setting to determine the level of job satisfaction and friendships that are present amongst individuals involved in group work, and compared these levels to individuals involved in individual work. Chihambakwe (2013) reported the Cronbach's Alpha for the overall scale to be 0.89.

Steger, Dik and Shim (2010) conducted a review of instruments which measure satisfaction in the work setting. This review was based in Colorado, located in the United States of America, and the North-West Province, in South Africa. Steger et al., (2010) stated that the reliability of the job satisfaction survey ranged from 0.60, for the co-worker subscale to 0.82 for the supervision subscale. Steger et al., (2010) states that Spector (1985) found the scale in its entirety had a reliability of 0.91. However, Steger et al., (2010) conducted a test-retest for the entire scale over a period of 18 months to test the reliability and stated the coefficients ranged from 0.37 to 0.71 in South Africa.

According to Gordi (2006) who used the JSS, the internal consistency of the subscales ranged from 0.60 to 0.91. Gordi (2006) states the test-retest reliability for the overall scale ranged

from 0.37 to 0.74, the period of time which the test-retest was conducted is unknown. In order to determine validity, Gordi (2006) correlated the job satisfaction survey with another existing measure, the Job Descriptive Index, and stated the correlations ranged from 0.61 to 0.80 for five scales. Gordi (2006) stated that the Job Descriptive Index has been used previously in a South African setting and has been psychometrically sound by South African scholars. Therefore, the acceptable levels in the correlation coefficients between the Job Satisfaction Survey and the Job Descriptive Index indicates the Job Satisfaction Survey has a high level of validity (Gordi, 2006).

Solarsh (2012) aimed to investigate if an individual's cultural orientation and perceived organisational support influences the relationship between role stressors and job satisfaction amongst South Africans in the importing industry. Solarsh (2012) found the overall reliability of the JSS to have an internal consistency of 0.88, with the subscales ranging from 0.60 to 0.91.

In order to ensure the reliability of the JSS, the reliability was assessed in SPSS by the author. The Cronbach's Alpha for the overall scale was 0.641.

2.8 Research Design

The research design of this study can be classified as a non-experimental correlational design. It is a non-experimental design as there was no manipulation or control of variable in this study. The type of non-experimental study was a correlational one. A correlational study is when there are two or more variables or conditions that are measured, after which their degree of relationship to one another is then estimated (Rosnow & Rosenthal, 2008).

Additionally this study took the form of a cross sectional design. With cross sectional designs, the data of a particular sample or one could say, the 'cross section' of respondents that have been chosen to represent a certain target population is gathered at only one point in time, this is done in a short period of time as it is seen to be more achievable (Rosnow & Rosenthal, 2008). Thus questionnaires were answered electronically at one point in time.

2.9 Procedure

Ethical clearance for the study was obtained. The researcher sent various organisations an approach letter via email⁴ requesting permission for this study to be conducted in their organisation, as well as outlining the nature of this study. Once permission had been granted by the organisations, an email was sent out (by the Human Resources Department of the organisations) to all employees requesting their participation in the study⁵, and outlining the nature of the study. Furthermore, the letter provided them with a link in which they can access the surveys via the research site Polldaddy. Should employees prefer completing hard copies of the questionnaire, printed versions of the questionnaires were kept at the reception of these organisations; and employees completed them at their leisure.

2.10 Ethical Considerations

Ethical clearance was obtained from the Human Research Ethics Committee at the University of the Witwatersrand (MORG/14/004 IH). Once attained, an approach letter was emailed to the organisations in which the details of the study was highlighted and requested permission to use their employees in the study. The approach letter informed the organisation that employees could access the questionnaires by clicking on the link and the approximate time it will take to complete all three questionnaires. Furthermore, it stipulated that their employees' anonymity and confidentiality will be secured, as all questionnaires are completed online and all IP addresses were deleted. The approach letter assured the organisation that while the findings of this study may be published or presented at conferences, at no point will the name of their organisation be revealed. Consent on behalf of the employee was implied when they clicked on the link provided to access the questionnaires.

Once permission was granted from the organisations, participant information sheets were sent via email to all employees of the organisation. This letter highlighted the details of the study, explained how to access the questionnaires and how long it will take to complete. Employees

⁴ See Appendix A

⁵ See Appendix B

were ensured that their confidentiality and anonymity was guaranteed as there was no identifying information and their IP addresses were deleted, therefore the researcher had no method of tracing them. Employees were given the researchers contact details should they have had any queries regarding the study or wish to know the results thereof. Lastly, they were informed that there are no risks or benefits associated with this study.

Participants were encouraged to contact the author should they require feedback regarding the results of the study. Data was stored on a computer which had a password known only to the researchers involved in the study and data will be destroyed after five years. The results that are reported will be made available at the University of Witwatersrand library should students wish to reference this study in the future.

2.11 Data Analysis

In the section to follow, the analysis used in order to determine the results of the study will be discussed, as well as reasons for using the particular analysis will be justified. All analysis was run on the statistical program 'Statistical Package for the Social Sciences' (SPSS, Version 22).

2.11.1. Descriptive Statistics

Descriptive statistics are summaries of gathered data. The researcher should attempt to organise the data in a manner which gives the clearest summary of what was found in the study (Coolican, 2009). Frequencies and percentages were examined for the categorical variables, namely gender, race, home language, level of education, religious affiliation, occupation. The skewness coefficient, means, standard deviations, minimum and maximum scores were calculated for age as well as the scores on the MWEP (SF), the JSS and OCQ. Values ranging from -1 to +1 indicate slight skewness; while values ranging from -2 to +2 indicate moderate skewness. Skewness ranging from -3 indicate an unacceptable range of skewness (Peat & Barton, 2005).

Skewness and kurtosis were used in order to determine the distribution of the data. A normal distribution enhances the analysis and reflect a truer result from the analysis run. Positively skewed data infers there are values which are too high and therefore lengthen the right tail.

Negatively skewed data infers there are values which are too low, and therefore lengthen the left tail. In a normal distribution, skewness and kurtosis will equal zero (Schinka, Velicer, & Weiner, 2003).

In the instances that the data was skewed, either positively or negatively, the data was transformed. This was done by identifying the outliers and removing them from the data set before the necessary analyses' was performed.

2.11.2 Reliability analysis

Reliability concerns itself with the consistency of the measure (Bryman, 2012). This research focused on establishing internal consistency reliability, which is the degree to which each item on a measure relates to each other (Weathington et al., 2010). This was done through use of the Cronbach Alpha, which generally increases when the correlations between the items increase. A Cronbach Alpha of below 0.70 would show limited capacity of the instrument, a Cronbach Alpha of 0.70 to 0.79 would show an adequate measurement. A Cronbach Alpha of 0.80 to 0.89 would show a good measurement, and a Cronbach Alpha of 0.90 to 1 show an excellent consistency of the measure (Biddle, 2006).

2.11.3 Validity analysis

In order to determine the validity of the MWEP (SF), an exploratory factor analysis was conducted, with a principal component analysis and promax rotation. According to the theory underpinning a factor analysis, variables correlate because they are determined by common, unobserved factors (Tinsley & Brown, 2000). The purpose of a factor analysis is to determine the influences underlying the variables concerned, to determine the extent to which each variable is related to a specific factor and to determine which factor contributes to which variable (Tinsley & Brown, 2000).

The principal component analysis derives components from the variables, but the amount of variance explained will decrease the more components are extracted. The components in a principal component analysis are uncorrelated and are shown in decreasing order of the amount of variance explained. However, the purpose of performing an exploratory factor analysis is to have the least amount of factors underlying each variable (Child, 2006).

Therefore, in order to determine the correct number of factors to extract from the variables, a

scree plot is generated, which shows the eigenvalues against the number of components. In this study, the scree plot as well as the Kaiser-Guttman rule, also known as the ‘eigenvalues > 1.0 rule’ were used to extract factors. The Kaiser-Guttman rule relies on the logic that should an eigenvalue be less than 1, the variance explained by a factor is less than the variance of a single indicator (Brown, 2006). Theoretical considerations also informed the choice of factors to extract.

Once factors were extracted, promax rotation was used as the subcomponents of work ethic are not orthogonal. Promax rotation is an oblique technique. All loadings above 0.40 were considered when interpreting factor loadings.

2.11.4 Moderated multiple regression analysis

A moderated multiple regression analysis was performed as this study contains one dependent variable and two independent variables, one of which acts as a moderator (Cohen, Cohen, West & Aiken, 2013). The dependent variable is organisational commitment, the independent variable is job satisfaction and the moderating variable is work ethic.

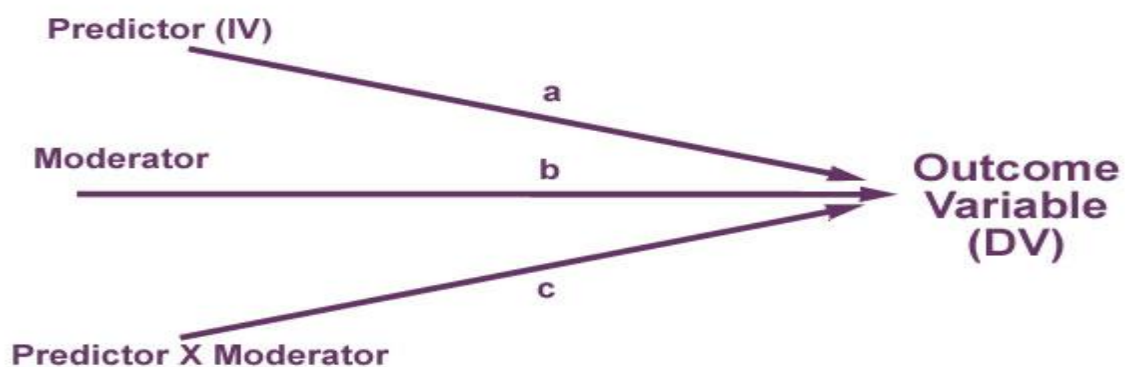


Figure 1: Moderator Model (Baron and Kenny, 1986)

Therefore, the models explored in this study were based on the moderator model as proposed by Baron and Kenny (1986). Based on the factor analysis results the multidimensional work ethic in this study had four components, namely religious work ethic, leisure, self-reliance and delay of gratification. Hence this study explored different moderated multiple regression models as follows:

Model 1 – Organisational Commitment, Job Satisfaction and Overall Work Ethic

In this model, the following regression analyses were conducted:

$$OC = \beta_0 + \beta_1(\text{overall work ethic}) + \beta_2(\text{job satisfaction}) + \varepsilon.$$

$$OC = \beta_0 + \beta_1(\text{overall work ethic}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{overall work ethic*job satisfaction}) + \varepsilon.$$

Model 2 – Organisational Commitment, Job Satisfaction, and Religious Work Ethic

$$OC = \beta_0 + \beta_1(\text{religious work ethic}) + \beta_2(\text{job satisfaction}) + \varepsilon.$$

$$OC = \beta_0 + \beta_1(\text{religious work ethic}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{religious work ethic*job satisfaction}) + \varepsilon.$$

Model 3 – Organisational Commitment, Job Satisfaction, and self-reliance

$$OC = \beta_0 + \beta_1(\text{self-reliance}) + \beta_2(\text{job satisfaction}) + \varepsilon.$$

$$OC = \beta_0 + \beta_1(\text{self-reliance}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{self-reliance*job satisfaction}) + \varepsilon.$$

Model 4 – Organisational Commitment, Job Satisfaction and leisure

$$OC = \beta_0 + \beta_1(\text{leisure}) + \beta_2(\text{job satisfaction}) + \varepsilon.$$

$$OC = \beta_0 + \beta_1(\text{leisure}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{leisure*job satisfaction}) + \varepsilon.$$

Model 5 – Organisational Commitment, Job Satisfaction, and delay of gratification

$$OC = \beta_0 + \beta_1(\text{delay of gratification}) + \beta_2(\text{job satisfaction}) + \varepsilon.$$

$$OC = \beta_0 + \beta_1(\text{delay of gratification}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{delay of gratification*job satisfaction}) + \varepsilon.$$

According to Baron and Kenny (1986) the moderator variable, in this instance, work ethic, influences the causal relationship between the independent and dependent variable, in this study job satisfaction and organisational commitment respectively. In order to determine if the multidimensional work ethic moderates the relationship between job satisfaction and

organisational commitment, path 'c', also known as the moderation path, must be significant (Baron and Kenny, 1986).

The five models presented previously were used to run the moderated multiple regressions in order to determine if the overall work ethic as defined by Miller et al., (2002) or the dimensions uncovered in this study, moderate the relationship between job satisfaction and organisational commitment. The steps used in the multiple moderated regressions will be discussed in the section to follow, and these steps were repeated for each of the five models.

Step 1: Centring the variables

The first step in the regression analysis was centring the variable in the specific model. For Model One, the variable was overall work ethic, Model Two was religious work ethic, Model Three was self-reliance, Model Four was leisure, and Model Five was delay of gratification. In order to centre the variable, it was necessary to calculate the mean of the variable. Once the mean was calculated, the value of the mean was then subtracted from the overall value of the variable concerned.

Step 2: Creating the interaction variables

This step was necessary in order to create the third variable in accordance with Baron and Kenny's (1986) moderator model. Interaction terms are the multiplication of the independent variable and the moderator. This step was done five times, with job satisfaction being multiplied with overall work ethic, religious work ethic, self-reliance, leisure and delay of gratification, respectively.

Step 3: Testing the assumptions for moderated multiple regression

Before conducting the moderated regression, the assumptions underlying the procedure were tested. This entailed examining if the data displayed homoscedasticity, had no multicollinearity, no significant outliers, and to ensure residuals (errors) are approximately normally distributed. Homoscedasticity occurs when there is a constant distribution of residuals for a set of individual scores (Aguinis, 2004). Multicollinearity occurs when there is a fairly strong linear relationship between two or more explanatory variables, and may increase the difficulty of estimation in the analysis. Outliers are values that lie outside the region of the norm (Albright, Winston, & Zappe, 2009).

All these assumptions were tested using SPSS. Outliers were removed and nonnormal variables were transformed using square root transformations. The steps in the analyses were followed once more. Results indicated that all assumptions were met.

Step 4: Running the moderated multiple regression

This involved running the moderated regression analyses for each of the five models as proposed earlier in this section.

Step 5: Generating interaction plots

This was done in accordance with Aiken and West (1991). In order to determine the nature of the interaction in Models that appeared to have a moderating effect, the variables which acted as moderators were sorted in SPSS to appear in ascending order. Thereafter, these variables were grouped, and those who scored low on the necessary variables were grouped as 'low', those with moderate scores were grouped as 'moderate' or 'medium' and those with high scores were grouped as 'high.'

To generate the graph, the dependent variable (organisational commitment) was plotted on the y-axis, the independent variable (job satisfaction) on the x-axis and the moderating variable was plotted in relation to organisational commitment and job satisfaction. This was done in order to determine at what level (low, medium/moderate or high) the interaction of the moderator alters the relationship between job satisfaction and organisational commitment.

2.11.5 Age, Tenure and Work Ethic

In order to test hypothesis 2 and 5, correlations were performed. The first step in this analysis was ensuring the distribution of the variables, namely age, tenure and the work ethic variables, were normally distributed. Age, tenure and delay of gratification were the only variables that had a normal distribution. Overall work ethic, religious work ethic, self-reliance and leisure did not have a normal distribution. Age and tenure were then correlated with each dimension that comprises of work ethic (based on the factor analysis conducted in this study). If the variables were normally distributed, variables were correlated with Pearson's correlations, and if they were not normally distributed Spearman's correlations were used.

2.11.6 Gender, education and work ethic

In order to test Hypothesis 3 and 4, the distribution of the dimensions of work ethic were checked. A normal distribution falls between -2 and +2. From all the dimensions of work

ethic, only delay of gratification was normally distributed. A non-parametric Kruskal-Wallis analysis was used for variables that were not normally distributed. If variables were normally distributed, a parametric one way ANOVA was used. Therefore, delay of gratification was analysed using a parametric one way ANOVA; and overall work ethic, religious work ethic, self-reliance and leisure were analysed using a non-parametric Kruskal-Wallis.

In order to test Hypothesis 4, the education variable was first collapsed in SPSS. Grade 11's and 'Other' as an educational category were excluded as too few individuals were represented in these groups. Only those with a Matric, Diploma or University degree were included in the analysis. The exclusion of Grade 11's and 'Other' from the data set reduced the sample size from 109 to 104. The frequency for 'Master's degree' was 6 and 'Bachelors' degree was 18, and these two variables were combined under a category called University education totalling a number of 24. No distinction was made between each University qualification

2.12 Conclusion

This chapter discussed the methods used in this study. Hence the chapter outlined the objectives and questions for the study. This was followed by a description of the instruments that were used, and the analysis that was performed in order to answer the objectives and questions. The models on which these analyses' were based were discussed and supported by theoretical research. In the chapter to follow the results for this study are presented.

CHAPTER 3: RESULTS

3.1 Introduction

In the chapter to follow, the results obtained in this study are presented. The descriptive statistics for the scales used in the study are presented first. This is followed by the reliability and validity results for the MWEP (SF). The results pertaining to the primary questions are presented in the form of the moderated regressions. Finally the results pertaining to the secondary research questions in relation to work ethic are presented using correlations and ANOVA's. An ANOVA was used due to the fact that this study had only one dependent variable, and ANOVA's allow the researcher to detect interaction effects between variables (Hill & Lewicki, 2006).

3.2 Descriptive statistics

Table 3.1 presents the descriptive data for this study before transformations were made to the data.

Table 3.1: Descriptive Statistics of all Scales Used in this Study

<i>Scale/Variable</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>Self-reliance</i>	16.17	2.801	4	20	-1.010	2.349
<i>Leisure</i>	15.17	2.893	4	20	-1.105	1.716
<i>Delay of Gratification</i>	10.61	2.812	3	15	-.897	.707
<i>Religious work ethic</i>	69.41	9.207	18	80	-2.396	9.548
<i>Overall work ethic</i>	111.36	14.369	29	135	-2.230	9.988
<i>Job satisfaction</i>	223.09	41.162	98	318	-.598	.842
<i>Organisational Commitment</i>	103.65	19.803	0	150	-1.193	6.514
<i>Age</i>	35.72	10.444	18	60	0.426	-.462
<i>Tenure</i>	7.86	6.162	1	23	0.768	-.511

Based on the means and maximum variables of Table 3.1, a majority of the sample displayed a high level of all variables. This can be deduced by the mean and maximum scores of each subscale, and noting that the mean of each variable is closer in range to the maximum variable than the minimum variable. In terms of the skewness, delay of gratification and job satisfaction were the only variables that had a normal distribution.

3.3 Research question 1: Is the multi-dimensional work ethic reliable for the South African sample?

The reliability coefficients for the dimensions which clearly loaded together in the promax rotation is presented in Table 3.2. Factor 1 loaded as self-reliance, factor 2 loaded as leisure, factor 3 loaded as delay of gratification, factor 4 loaded as a combination of hard work, centrality of work, wasted time and morality; factor 4 is labelled ‘religious work ethic.’

Table 3.2: Reliability Coefficients for Multidimensional Work Ethic Profile (SF) in the South African context

Scale	α
Self-reliance	0.82
Leisure	0.81
Delay of gratification	0.72 (minus Q15 = 0.78)
Religious work ethic	0.94
Overall reliability	0.93

3.4 Research question 1.2: Is the multi-dimensional work ethic valid for the South African sample?

According to the theory postulated by Miller et al., (2002), there are seven factors which comprise the multi-dimensional work ethic. However, the scree plot suggested that a four factor solution is preferable (See Figure 3.1). The eigenvalues greater than one rule suggested the extraction of six factors (See Table 3.3). The total variance at seven factors was 71.24% and at four factors was 59.9% (see Table 3.3). Therefore, a seven, six and four factor solution

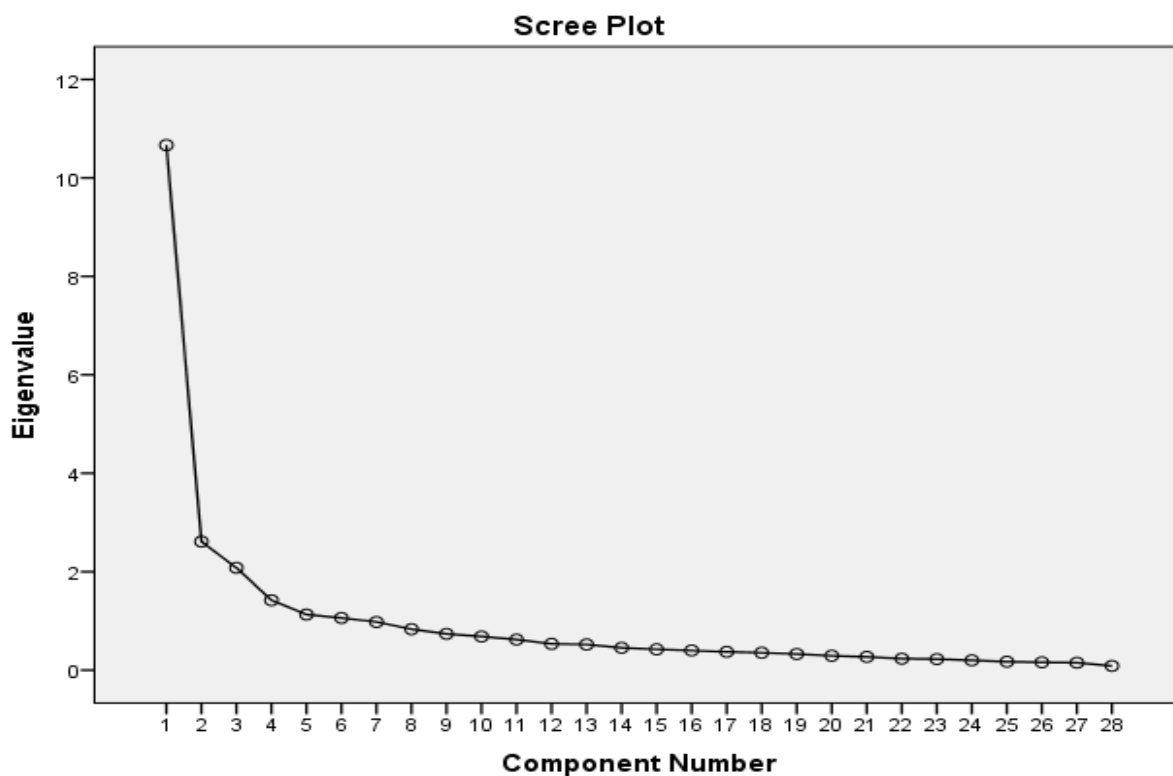
was examined. These results are presented in Tables 3.4, 3.5 and 3.6. In the four factor solution, item 15 was found to be problematic in the reliability analysis was removed from the factor analysis.

Table 3.3: Eigenvalues for First Eight Items of MWEF (SF)

Component	Total	% of Variance	Cumulative %	Total
1	10.667	38.095	38.095	9.439
2	2.613	9.333	47.428	7.280
3	2.078	7.421	54.849	3.722
4	1.420	5.073	59.922	3.150
5	1.130	4.036	63.958	
6	1.060	3.787	67.745	
7	.979	3.498	71.242	
8	.833	2.973	74.216	

Extraction Method: Principal Component Analysis.

Figure 3.1: Scree Plot Generated in Factor Analysis



From the seven factor solution in Table 3.4, it is evident that Factor 1 is a combination of the Centrality of Work, Morality and Hard Work items. Factor 2 has loadings on Self-Reliance, Leisure, Delay of Gratification. Factor 3 has loadings on Wasted Time and Centrality of Work. Factor 4 has loadings on Leisure. Factor 5 has loadings on Leisure and Delay of Gratification. Factor 6 has loadings on Morality, Centrality of Work, and Hard work. Factor 7 has loadings on Wasted Time and Hard Work. There are a number of cross-loadings among all subscales suggesting that a seven factor solution was not tenable.

Table 3.4 Seven Factor Solution

Item	Scale	1	2	3	4	5	6	7
MWEP 1	Wasted Time	-.157	-.071	<u>.841</u>	-.025	.051	.153	.247
MWEP 2	Centrality of Work	.000	.126	<u>.809</u>	-.074	-.023	.106	-.016
MWEP 3	Morality/ethics	.173	-.256	.298	.069	-.065	<u>.677</u>	-.094
MWEP 4	Leisure	.068	-.099	.015	<u>.838</u>	.146	-.254	-.045
MWEP 5	Wasted time	.393	-.195	.326	.057	.267	.223	-.112
MWEP 6	Leisure	-.052	.126	.088	.088	<u>.871</u>	-.206	.102
MWEP 7	Centrality of work	-.129	.149	.176	-.157	-.136	<u>.773</u>	.103
MWEP 8	Delay of gratification	.100	.029	.051	-.001	<u>.820</u>	.028	-.053
MWEP 9	Centrality of work	<u>.531</u>	.374	-.031	-.133	.129	.118	-.242
MWEP10	Self-reliance	.030	<u>.794</u>	.020	-.116	.256	.084	-.212
MWEP11	Hard work	-.045	.307	-.066	-.086	.099	<u>.699</u>	.128
MWEP12	Wasted time	.100	.361	.289	-.062	-.127	.076	<u>.472</u>
MWEP13	Morality/ethics	<u>.615</u>	.004	.099	.195	-.162	.029	.067
MWEP14	Self-reliance	-.207	<u>.787</u>	.014	.172	.190	-.007	.101
MWEP16	Leisure	-.095	<u>.457</u>	.078	.359	-.157	.312	-.392
MWEP17	Wasted time	-.044	-.043	<u>.468</u>	.019	.158	.183	<u>.550</u>
MWEP18	Leisure	-.098	.026	.025	<u>.923</u>	.089	-.044	-.025
MWEP19	Self-reliance	.195	<u>.625</u>	.101	.015	-.010	-.069	.058
MWEP20	Hard work	<u>.919</u>	.223	-.173	-.150	.100	-.208	-.032
MWEP21	Delay of gratification	-.117	.118	-.116	.109	<u>.537</u>	.283	.330
MWEP22	Hard work	<u>.577</u>	.092	-.149	-.023	.016	.205	<u>.407</u>
MWEP23	Morality/ethics	<u>.769</u>	.047	.201	.057	-.176	-.040	-.010
MWEP24	Centrality of work	<u>.460</u>	.053	<u>.501</u>	-.048	.136	-.207	.214
MWEP25	Leisure	.096	.192	-.196	<u>.803</u>	-.094	.081	-.007
MWEP26	Self-reliance	.175	<u>.675</u>	-.143	-.022	-.140	.129	.137
MWEP27	Morality/ethics	<u>.662</u>	-.369	-.164	.119	.105	.331	.112
MWEP28	Centrality of work	<u>.432</u>	.125	-.011	-.073	.000	.368	.202

Principal Component Analysis; Promax with Kaiser Normalisation. Note: Loadings greater than 0.4 are underlined

From the six factor solution in Table 3.5, it is evident that Factor 1 is a combination of Wasted Time, Morality, Delay of Gratification, Self-Reliance, Hard Work, and Centrality of Work. Factor 2 is Self-Reliance, Leisure, and Hard Work. Factor 3 is Morality and Centrality of Work. Factor 4 is Leisure and Delay of Gratification. Factor 5 is Centrality of Work, and Wasted Time. Factor 6 loaded clearly as Leisure. Similar to the 7 factor solution, there was a number of cross loading, which led to the investigation of a 4 factor solution.

Table 3.5 Six Factor Solution

Item	Scale	1	2	3	4	5	6
MWEP 1	Wasted Time	.281	-.011	.028	.050	<u>.614</u>	-.011
MWEP 2	Centrality of Work	.104	.286	.079	-.095	<u>.724</u>	-.017
MWEP 3	Morality/ethics	-.191	.149	<u>.889</u>	-.067	.240	-.016
MWEP 4	Leisure	-.150	-.178	.047	.110	.171	<u>.845</u>
MWEP 5	Wasted time	.055	-.041	.386	.240	<u>.447</u>	.099
MWEP 6	Leisure	.008	.019	-.122	<u>.855</u>	.065	.126
MWEP 7	Centrality of work	.086	.314	<u>.484</u>	-.042	.075	-.112
MWEP 8	Delay of gratification	-.173	.088	.123	<u>.790</u>	.195	.012
MWEP 9	Centrality of work	.399	.323	.111	.089	.174	-.143
MWEP10	Self-reliance	.003	<u>.774</u>	-.049	.196	.174	-.111
MWEP11	Hard work	.173	<u>.430</u>	.383	.196	-.132	-.110
MWEP12	Wasted time	<u>.793</u>	.107	-.077	-.066	.053	-.112
MWEP13	Morality/ethics	<u>.447</u>	-.014	.291	-.218	.142	.224
MWEP14	Self-reliance	.125	<u>.689</u>	-.271	.156	.028	.292
MWEP16	Leisure	-.268	<u>.885</u>	.150	-.073	.095	.080
MWEP17	Wasted time	<u>.680</u>	-.198	.007	.281	.189	-.092
MWEP18	Leisure	-.090	.177	.034	.141	-.031	<u>.784</u>
MWEP19	Self-reliance	<u>.566</u>	.359	-.118	-.006	.082	-.105
MWEP20	Hard work	<u>.771</u>	-.144	-.069	.098	.158	-.036
MWEP21	Delay of gratification	.174	.115	.029	<u>.723</u>	-.290	.074
MWEP22	Hard work	<u>.780</u>	-.166	.346	.072	-.200	-.053
MWEP23	Morality/ethics	<u>.531</u>	.010	.286	-.232	.295	.059
MWEP24	Centrality of work	<u>.638</u>	-.124	-.105	.095	<u>.493</u>	.021
MWEP25	Leisure	.134	.248	.109	-.062	-.227	<u>.689</u>
MWEP26	Self-reliance	<u>.511</u>	<u>.486</u>	-.015	-.116	-.186	.012
MWEP27	Morality/ethics	.133	-.277	<u>.818</u>	.062	-.083	.191
MWEP28	Centrality of work	<u>.468</u>	.074	.396	.044	-.003	-.052

Principal component analysis, Promax rotation with Kaiser Normalisation. Note: Loadings greater than 0.4 are underlined

The four factor solution explained 59.92% of the variance. From the four factor solution in Table 3.6, it is clear that Factor 1 is a combination of Wasted Time, Centrality of Work, Morality/ethics and Hard Work. All self-reliance items loaded as Factor 2, and one Hard Work item, however the loading for this item is low. A single Leisure item loads on Factor 2. Factor 3 is Delay of Gratification. Factor 4 is Leisure.

According to Table 3.6, the four factor solution yielded considerably less cross loadings when compared to the seven and six factor solution. The four factor solution also presented the factors most clearly. In particular, self-reliance, leisure and delay of gratification loaded clearly. The subscales which consistently loaded together as the final factor was a combination of hard work, centrality of work, wasted time and morality.

The four factor solution produced the least amount of cross-loading, with the subscales of self-reliance, leisure and delay of gratification loading clearly. However, the fourth factor proved to be a combination of hard work, centrality of work, wasted time and morality. Given that the four factor solution was the most tenable, the study continued to use the MWEP with four scales rather than seven.

Table 3.6 Four Factor Solution

Item	Scale	1	2	3	4
MWEP 1	Wasted Time	<u>.700</u>	-.063	.115	-.163
MWEP 2	Centrality of work	<u>.670</u>	.136	.024	-.181
MWEP 3	Morality/ ethics	<u>.783</u>	-.143	.022	.153
MWEP 4	Leisure	.018	-.170	.123	<u>.760</u>
MWEP 5	Wasted time	<u>.711</u>	-.190	.306	.077
MWEP 6	Delay of gratification	-.021	.040	<u>.826</u>	.085
MWEP 7	Centrality of work	<u>.523</u>	.216	-.023	.015
MWEP 8	Delay of gratification	.148	-.046	<u>.822</u>	.003
MWEP 9	Hard work	<u>.518</u>	.375	.083	-.137
MWEP10	Self-reliance	.064	<u>.725</u>	.233	-.135
MWEP11	Hard work	.341	<u>.418</u>	.188	.043
MWEP12	Wasted time	<u>.571</u>	.366	-.156	-.121
MWEP13	Morality/ ethics	<u>.664</u>	.076	-.234	.249
MWEP14	Self-reliance	-.171	<u>.804</u>	.151	.219
MWEP16	Leisure	-.061	<u>.747</u>	-.001	.111
MWEP17	Wasted time	<u>.691</u>	-.021	.207	-.122
MWEP18	Leisure	-.121	.239	.141	<u>.756</u>
MWE19	Self-reliance	.370	<u>.536</u>	-.048	-.134
MWEP20	Hard work	<u>.657</u>	.093	.012	-.080
MWEP21	Delay of gratification	-.052	.230	<u>.655</u>	.161
MWEP22	Hard work	<u>.742</u>	.069	-.047	.099
MWEP23	Morality/ ethics	<u>.848</u>	.076	-.230	.053
MWEP24	Centrality of work	<u>.767</u>	-.002	.097	-.135
MWEP25	Leisure	-.051	.396	-.087	<u>.732</u>
MWEP26	Self-reliance	.200	<u>.705</u>	-.200	.081
MWEP27	Morality/ ethics	<u>.737</u>	-.348	.045	<u>.407</u>
MWEP28	Centrality of work	<u>.683</u>	.144	.008	.061

Principal component analysis, Promax rotation with Kaiser Normalisation. Note: Loadings greater than 0.4 are underlined

In summary, the seven factor solution produced cross-loadings on all subscales, with the exception of delay of gratification, wasted time and leisure. The six factor solution yielded similar results, with all subscales producing cross-loadings with the exception of delay of gratification and leisure. The six factor solution yielded a considerable level of overlap with the subscales of hard work, centrality of work, morality and wasted time.

3.5 Moderation hypotheses

Five regression models were examined with organisational commitment as the dependent variable, job satisfaction as the independent variable and each of the four work ethic scale scores and an overall work ethic score as the moderator variables, respectively. These results are presented below.

3.5.1 Hypothesis 1: The multi-dimensional work ethic moderates the relationship between job satisfaction and organisational commitment

Regression one tested the following models:

Model one is: $OC = \beta_0 + \beta_1 (\text{job satisfaction}) + \beta_2(\text{overall work ethic}) + \varepsilon$.

Model two is: $OC = \beta_0 + \beta_1(\text{overall work ethic}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{overall work ethic} * \text{job satisfaction}) + \varepsilon$.

As is evident from Table 3.7, both models that were tested were significant.

Table 3.7: ANOVA Table from Moderated Regression with Organisational Commitment as the DV, Job Satisfaction as the IV, and Overall Work Ethic as the Moderator

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8329.539	2	4164.769	18.728	.000*
	Residual	23572.700	106	222.384		
	Total	31902.239	108			
2	Regression	8555.068	3	2851.689	12.825	.000*
	Residual	23347.170	105	222.354		
	Total	31902.239	108			

*p< 0.05

Table 3.8: Moderated Regression Results per Model with Organisational Commitment as the DV, Job Satisfaction as the IV, and Overall Work Ethic as the Moderator

		Unstandardised Coefficients		Standardised Coefficients	t	Significance	Correlations	
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			<i>Zero-order</i>	<i>Partial</i>
Model 1	(Constant)	104.577	1.428		73.213	.000*		
	Centre job satisfaction	.166	.037	.396	4.455	.000*	.470	.397
	Centre overall work ethic	21.152	8.832	.213	2.395	.018*	.350	.227
Model 2	(Constant)	104.934	1.472		71.300	.000*		
	Centre job satisfaction	.163	.037	.391	4.380	.000*	.470	.393
	Centre overall work ethic	10.544	13.745	.106	.767	.445	.350	.075
	JS*overall work ethic	-.142	.141	-.138	-1.007	.316	-.343	-.098

*p< 0.05

From Model One in Table 3.8 it is evident both job satisfaction (p=.000) and overall work ethic (p=.018) are significant predictors of organisational commitment. However based on the standardised coefficients and partial correlations, it is evident that job satisfaction is a greater determinant of organisational commitment than overall work ethic. In Model Two which tests the moderating effect of overall work ethic, only job satisfaction (p=.000), is a significant predictor of organisational commitment suggesting that there is no moderating effect for overall work ethic. The significance of job satisfaction as a predictor concurs with the size of the standardised coefficient and the partial correlation result.

Table 3.9: Test of Moderated Regression Models with Organisational Commitment as the DV, Job Satisfaction as the IV, and Overall Work Ethic as the Moderator.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.511	.261	.247	14.913	.261	18.728	2	106	.000*
2	.518	.268	.247	14.912	.007*	1.014	1	105	.316

*p< 0.05

Based on Baron and Kenny (1986), for overall work ethic to be a moderator between job satisfaction and organisational commitment, there would need to be a difference in the variance explained in Model One and Two with the moderator explaining more variance. As is evident from Table 3.9, there is no significant difference in the amount of variance explained (p=.316) indicating that overall work ethic did not moderate the relationship between job satisfaction and organisational commitment in this sample. Both Model One and Model Two explained 24.7% of variance in organisational commitment.

Regression two tested the following models:

Model one: $OC = \beta_0 + \beta_1(\text{job satisfaction}) + \beta_2 (\text{religious work ethic}) + \varepsilon$.

Model two: $OC = \beta_0 + OC = \beta_0 + \beta_1(\text{religious work ethic}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{religious work ethic}*\text{job satisfaction}) + \varepsilon$.

Table 3.10: ANOVA Table from Moderated Regression with Organisational Commitment as the DV, Job Satisfaction as the IV, and Religious Work Ethic as the Moderator

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8762.078	2	4381.039	20.069	.000*
	Residual	23140.160	106	218.303		
	Total	31902.239	108			
2	Regression	8762.869	3	2920.956	13.254	.000*
	Residual	23139.369	105	220.375		
	Total	31902.239	108			

*p < 0.05

As can be seen in Table 3.10, both models tested are significant.

Table 3.11: Moderated Regression Results per Model with Organisational Commitment as the DV, Job Satisfaction as the IV, and Religious Work Ethic as the Moderator

		Unstandardised Coefficients		Standardised Coefficients	t	Significance	Correlations	
		B	Std. Error	Beta			Zero-order	Partial
Model 1	(Constant)	104.416	1.417		73.706	.000*		
	Centre job satisfaction	.153	.038	.365	4.024	.000*	.470	.364
	Centre religious work ethic	24.320	8.695	.254	2.797	.006*	.405	.262
Model 2	(Constant)	104.446	1.506		69.362	.000*		
	Centre job satisfaction	.153	.038	.366	4.002	.000*	.470	.364
	Centre work ethic	23.701	13.532	.248	1.751	.083	.405	.168
	JS*religious work ethic	-.008	.137	-.008	-.060	.952	-.309	-.006

*p<0.05

It is evident from Model One in Table 3.11, both job satisfaction (p=.000) and religious work ethic (p=.006) are significant predictors of organisational commitment. However, from the standardised coefficients and partial correlations, it is evident that job satisfaction is a greater determinant of organisation commitment than religious work ethic. In Model Two, which tests the moderating effect of religious work ethic, only job satisfaction (p=.000), is a significant predictor of organisational commitment, suggesting there is no moderating effect for religious work ethic. These results suggest that religious work ethic has no moderating effect on the relationship between organisation commitment and job satisfaction. The significance of job satisfaction as a predictor concurs with the size of the standardised coefficient and the partial correlation result.

Table 3.12: Test of Moderated Regression Models with Organisational Commitment as the DV, Job Satisfaction as the IV, and Religious Work Ethic as the Moderator.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.524	.275	.261	14.775	.275	20.069	2	106	.000*
2	.524	.275	.254	14.845	.000	.004	1	105	.952

*p< 0.05

Based on Baron and Kenny (1986), for religious work ethic to be a moderator between job satisfaction and organisational commitment, there would need to be a difference in the variance explained in Model One and Two with the moderator explaining more variance. This is not evident, as Model One explains more variance than Model Two. As revealed in Table 3.12, there is no significant difference in the amount of variance explained ($p=.952$) indicating that religious work ethic did not moderate the relationship between job satisfaction and organisational commitment in this sample. Model One explained 26.1%, while Model Two explained 25.4% of variance in organisational commitment.

Regression three tested the following models:

Model one: $OC = \beta_0 + \beta_1(\text{job satisfaction}) + \beta_2 (\text{self-reliance}) + \varepsilon$.

Model two: $OC = \beta_0 + \beta_1(\text{self-reliance}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{self-reliance*job satisfaction}) + \varepsilon$.

Table 3.13: ANOVA Table from Moderated Regression with Organisational Commitment as the DV, Job Satisfaction as the IV, and Self-Reliance as the Moderator

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7938.734	2	3969.367	17.558	.000*
	Residual	23963.504	106	226.071		
	Total	31902.239	108			
2	Regression	8793.066	3	2931.022	13.318	.000*
	Residual	23109.173	105	220.087		
	Total	31902.239	108			

*p < 0.05

As can be seen in table 3.13, both models are significant.

Table 3.14: Moderated Regression Results per Model with Organisational Commitment as the DV, Job Satisfaction as the IV, and Self-Reliance as the Moderator

		Unstandardised Coefficients		Standardised Coefficients	t	Significance	Correlations	
		B	Std. Error	Beta			Zero-order	Partial
Model 1	(Constant)	104.573	1.440		72.610	.000*		
	Centre job satisfaction	.185	.036	.443	5.199	.000*	.470	.451
	Centre self-reliance	7.679	3.882	.169	1.978	.051	.239	.189
Model 2	(Constant)	104.847	1.428		73.432	.000*		
	Centre job satisfaction	.171	.036	.411	4.788	.000*	.470	.423
	Centre self-reliance	4.397	4.177	.097	1.053	.295	.239	.102
	JS*self-reliance	-.108	.055	-.184	-1.970	.051	-.323	-.189

*p< 0.05

From Model One in Table 3.14, only job satisfaction (p=.000) is a significant predictor of organisational commitment. In Model Two which tests the moderating effect of self-reliance, only job satisfaction (p=.000), is a significant predictor of organisational commitment, suggesting that there is no moderating effect for self-reliance. The significance of job satisfaction as a predictor concurs with the size of the standardised coefficient and the partial correlation result.

Table 3.15: Test of Moderated Regression Models with Organisational Commitment as the DV, Job Satisfaction as the IV, and Self-Reliance as the Moderator.

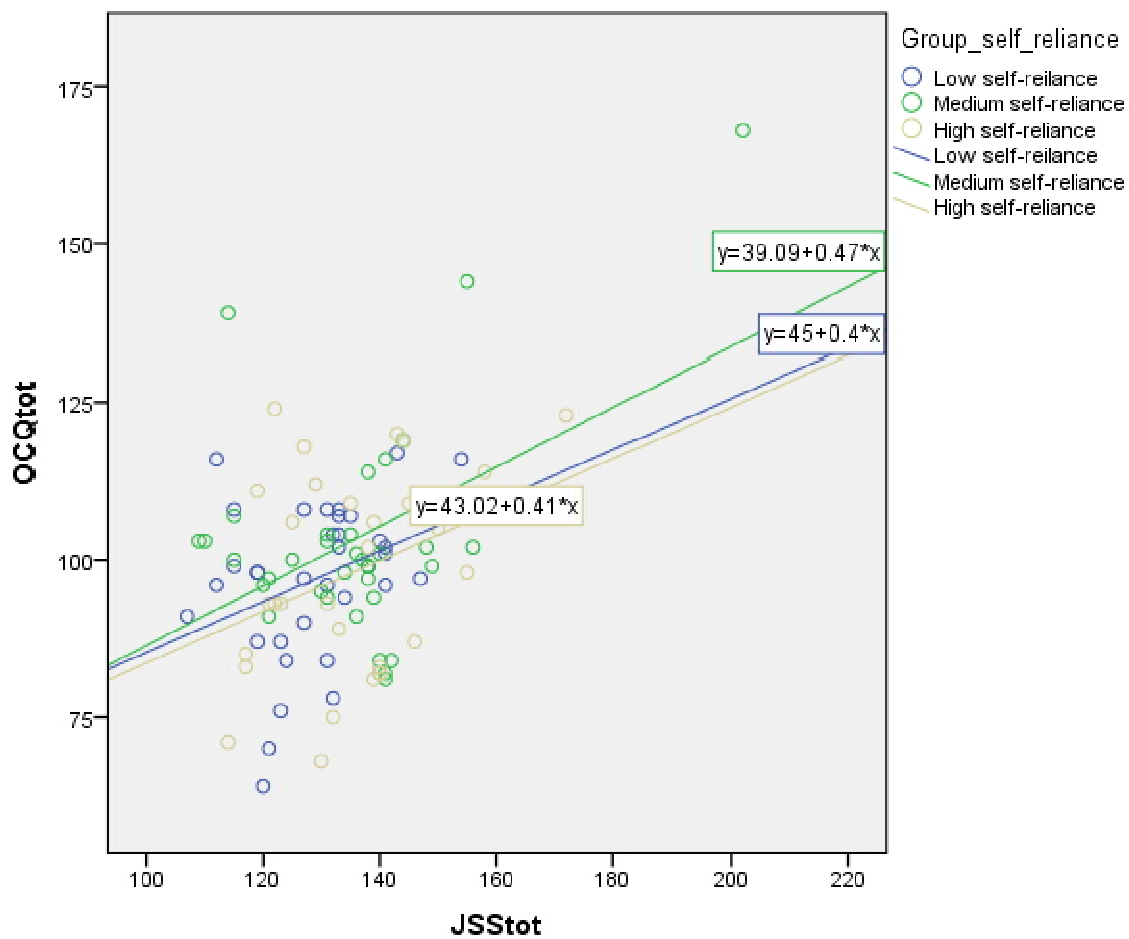
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.499	.249	.235	15.036	.249	17.558	2	106	.000*
2	.525	.276	.255	14.835	.027	3.882	1	105	.051

*p< 0.05

Based on Baron and Kenny (1986), for self-reliance to be a moderator between job satisfaction and organisation commitment, there would need to be a significant difference in the variance explained in Model One and Two with the moderator explaining more variance. As revealed in Table 3.15, there is no significant difference in the amount of variance explained (p=.051) indicating self-reliance did not moderate the relationship between job satisfaction and organisational commitment in this sample. Model One explained 23.5%, while Model Two explained 25.5% of variance in organisational commitment, however this difference was not statistically significant.

Considering that the significance of self-reliance may have a minimal effect on the relationship between job satisfaction and organisational commitment, according to Model Two (p=.051), the variables were graphed on a scatterplot in order to determine how self-reliance influences the relationship between job satisfaction and organisational commitment.

Figure 3.2 Scatterplot with organisational commitment as the DV, job satisfaction as the IV, and self-reliance as the moderator



As can be seen from Figure 3.2, job satisfaction and organisational commitment increase as low, moderate and high levels of self-reliance increase. From Figure 3.2, there is little evidence for a moderating effect of self-reliance. At best the effect can be described as enhancing but the differences are too minor to warrant consideration. Further research with bigger and more diverse samples is necessary.

Regression four tested the following models:

Model one: $OC = \beta_0 + \beta_1(\text{job satisfaction}) + \beta_2(\text{leisure}) + \epsilon$.

Model two: $OC = \beta_0 + \beta_1(\text{leisure}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{leisure} * \text{job satisfaction}) + \epsilon$.

Table 3.16: ANOVA Table from Moderated Regression with Organisational Commitment as the DV, Job Satisfaction as the IV, and Leisure as the Moderator

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7133.571	2	3566.786	15.264	.000*
	Residual	24768.667	106	233.667		
	Total	31902.239	108			
2	Regression	9806.963	3	3268.988	15.535	.000*
	Residual	22095.275	105	210.431		
	Total	31902.239	108			

*p < 0.05

As can be seen in table 3.16 both model one and two are significant.

Table 3.17: Moderated Regression Results per Model with Organisational Commitment as the DV, Job Satisfaction as the IV, and Leisure as the Moderator

		Unstandardised Coefficients		Standardised Coefficients	t	Significance	Correlations	
		B	Std. Error	Beta			Zero-order	Partial
Model 1	(Constant)	104.606	1.464		71.440	.000*		
	Centre job satisfaction	.196	.036	.470	5.488	.000*	.470	.470
	Centre leisure	-2.118	3.631	-.050	-.583	.561	-.055	-.057
Model 2	(Constant)	104.584	1.390		75.265	.000*		
	Centre job satisfaction	.167	.035	.400	4.788	.000*	.470	.423
	Centre leisure	-4.651	3.518	-.110	-1.322	.189	-.055	-.128
	JS*leisure	-.200	.056	-.304	-3.564	.001**	-.373	-.329

*p< 0.05

From Model One in Table 3.17, job satisfaction (p=.000) is a significant predictor of organisational commitment; while leisure (p=.561) is not. From the standardised coefficients and partial correlations, it is evident that job satisfaction is a determinant of organisational commitment, and leisure is not. In Model Two, the interaction variable of job satisfaction and leisure is significant (p=.001), however this significant interaction is negative (B= -.200).

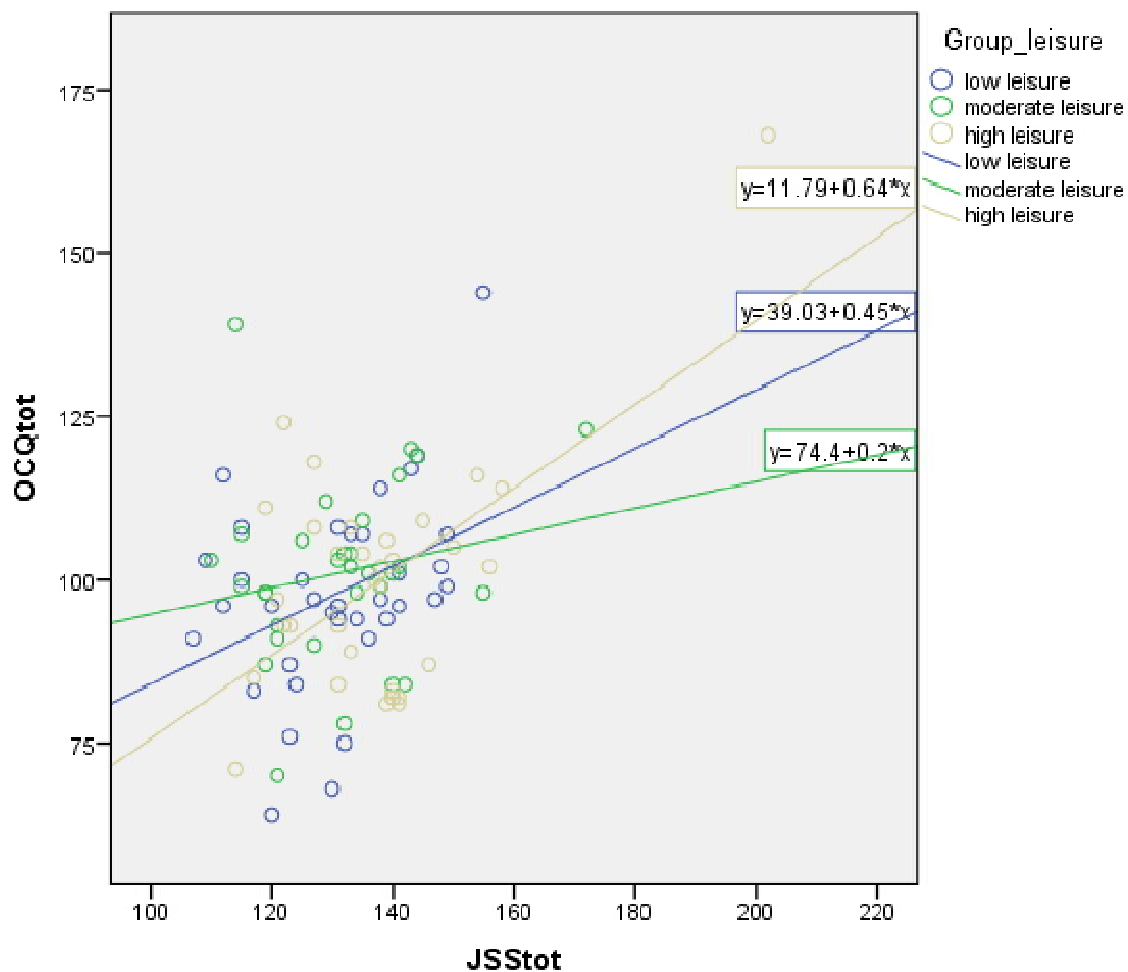
Table 3.18: Test of Moderated Regression Models with Organisational Commitment as the DV, Job Satisfaction as the IV, and Leisure as the Moderator.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.473	.224	.209	15.286	.224	15.264	2	106	.000*
2	.554	.307	.288	14.506	.084	12.704	1	105	.001*

*p<0.05

Based on Baron and Kenny (1986), for leisure to be a moderator between job satisfaction and organisational commitment, there would need to be a difference in the variance explained in Model One and Two, with the moderator explaining more variance. Model One explained 20.9%, while Model Two explained 28.8% of variance in organisational commitment. As revealed in Table 3.18, there is a significant difference in the amount of variance explained (p=.001) indicating leisure did moderate the relationship between job satisfaction and organisational commitment in this sample. However, the direction change (B= -.200) suggests that at various levels of leisure, the relationship between job satisfaction and organisational commitment will change. In order to determine what level of leisure alters the relationship between job satisfaction and organisational commitment, a scatter plot was generated. This was done in accordance to Aiken and West (1991).

Figure 3.3 Scatterplot with organisational commitment as the DV, job satisfaction as the IV, and leisure as the moderator



From Figure 3.2, the moderating effect of leisure has can be seen at low and high levels of job satisfaction. Leisure appears to be moderating the relationship between job satisfaction and organisational commitment at higher levels and to a lesser extent lower levels of job satisfaction. It does not appear to be moderating the relationship between job satisfaction and organisational commitment at moderate levels of job satisfaction.

Regression five tested the following models:

$$OC = \beta_0 + \beta_1(\text{job satisfaction}) + \beta_2 (\text{delay of gratification}) + \varepsilon.$$

$$OC = \beta_0 + \beta_1(\text{delay of gratification}) + \beta_2(\text{job satisfaction}) + \beta_3(\text{delay of gratification*job satisfaction}) + \varepsilon.$$

Table 3.19 ANOVA Table from Moderated Regression with Organisational Commitment as the DV, Job Satisfaction as the IV, and Delay of Gratification as the Moderator

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7554.215	2	3777.107	16.444	.000*
	Residual	24348.024	106	229.698		
	Total	31902.239	108			
2	Regression	8591.163	3	2863.721	12.899	.000*
	Residual	23311.076	105	222.010		
	Total	31902.239	108			

*p < or = 0.05

As can be seen from table 3.19, both Model One and Two are significant.

Table 3.20: Moderated Regression Results per Model with Organisational Commitment as the DV, Job Satisfaction as the IV, and Delay of Gratification as the Moderator

Model		Unstandardised Coefficients		Standardised Coefficients	t	Significance	Correlations	
		B	Std. Error	Beta			Zero-order	Partial
1	(Constant)	104.599	1.452		72.055	.000*		
	Centre job satisfaction	.187	.036	.448	5.192	.000*	.470	.450
	Centre delay of gratification	.778	.527	.127	1.476	.143	.207	.142

Model	(Constant)	105.017	1.440		72.919	.000*		
2	Centre job satisfaction	.161	.037	.385	4.296	.000*	.470	.387
	Centre delay of gratification	.468	.538	.077	.870	.386	.207	.085
	JS*delay of gratification	-.021	.010	-.200	-2.161	.033*	-.362	-.206

*p< 0.05

In Model One from Table 3.20, job satisfaction ($p=.000$) is a significant predictor of organisational commitment; while delay of gratification ($p=.143$) is not. From the standardised coefficients and partial correlations, it is evident that job satisfaction is a determinant of organisational commitment, and delay of gratification is not. In Model Two, the interaction variable was significant ($p=.033$), however this interaction was negative ($B= -.021$). The significance of job satisfaction as a predictor concurs with the size of the standardised coefficient and the partial correlation result.

Table 3.21: Test of Moderated Regression Models with Organisational Commitment as the DV, Job Satisfaction as the IV, and Delay of Gratification as the Moderator.

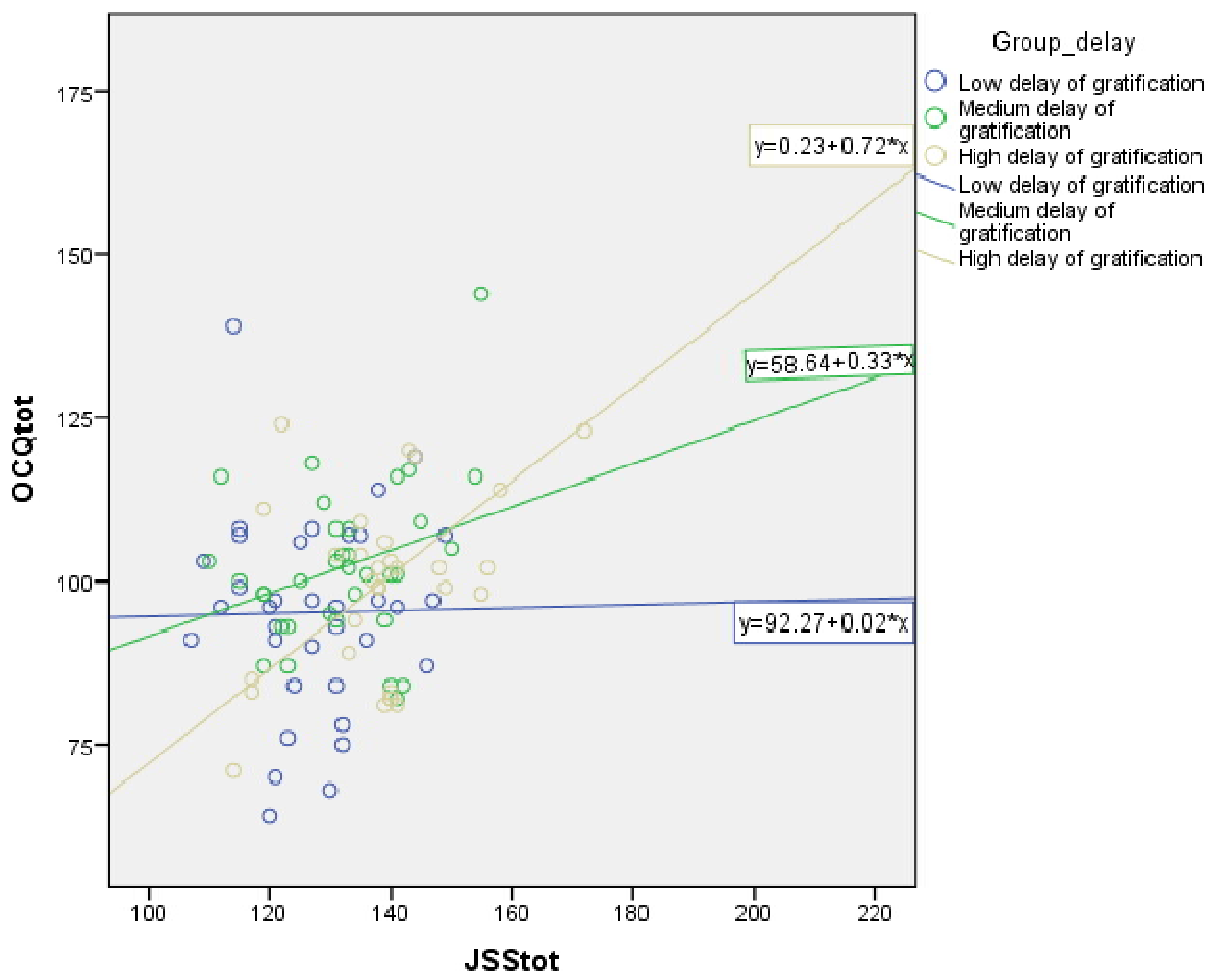
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.487	.237	.222	15.156	.237	16.444	2	106	.000*
2	.519	.269	.248	14.900	.033	4.671	1	105	.033*

*p<0.05

Based on Baron and Kenny (1986), for delay of gratification to be a moderator between job satisfaction and organisational commitment, there would need to be a significant difference in the variance explained in Model One and Two, with the moderator explaining more variance.

Model One explained 22.2%, while Model Two explained 24.8% of variance in organisational commitment. As revealed in Table 3.21, there is a significant difference in the amount of variance explained ($p=.033$) indicating delay of gratification did moderate the relationship between job satisfaction and organisational commitment in this sample. However, the direction change ($B = -.200$) suggests that at various levels of delay of gratification, the relationship between job satisfaction and organisational commitment will change. In order to determine what level of delay of gratification alters the relationship between job satisfaction and organisational commitment; the results were graphed on a scatterplot. This was done in accordance to Aiken and West (1991).

Figure 3.4 Scatterplot with organisational commitment as the DV, job satisfaction as the IV, and delay of gratification as the moderator



From Figure 3.4, the moderating effect of delay of gratification can be seen at medium and high levels of job satisfaction, because each level of delay of gratification has a different

impact on job satisfaction and organisational commitment. There are differences in medium levels of delay of gratification and high delay of gratification groups as evidenced by the shape of the slopes with the biggest moderating impact being observed by the high delay of gratification group. At medium and high levels of job satisfaction, having a higher delay of gratification impacts on organisational commitment. When delay of gratification is low, it appears to have no moderating impact across all levels of job satisfaction in relation to organisational commitment. Thus increased levels of delay of gratification are associated with greater levels of job satisfaction which in turn produce greater levels of organisational commitment.

3.6 H1: Work ethic and age are positively related

Each variable that was found to comprise of work ethic according to this study was correlated with age to establish if a relationship exists. While age was normally distributed, overall work ethic, religious work ethic, self-reliance and leisure were not, therefore Spearman's correlations were used in order to establish the relationship between these variables. Delay of gratification was normally distributed; therefore Pearson's correlation was used for this relationship. As evident from Table 3.22, there is a positive and significant relationship between age and overall work ethic ($r=.229$; $p=.019$); as well as with age and religious work ethic ($r=.392$; $p=.000$). This indicates a positive relationship, suggesting that as an employee increases in age, their level of overall work ethic and religious work ethic will increase.

Table 3.22: Correlations between Age and Work Ethic

			Age	Overall work ethic	Religious work ethic	Self-reliance	Leisure	Delay of gratification
Spearman's Correlation/ Pearson's Correlation	Age	Correlation Coefficient	1.000	.229*	.392**	.083	-.086	.124
		Sig. (2-tailed)		.019*	.000*	.400	.388	.208
		N	104	104	104	104	104	104

* $p < 0.05$ Note: Pearson's correlations appear in Italics

3.7 H3 Work ethic will differ across gender

Based on Table 3.23, work ethic does not differ across gender. None of the five dimensions of work ethic produced a significant result.

Table 3.23: *Kruskal-Wallis Analysis for Work Ethic and Gender*

	Overall work ethic	Religious work ethic	Self-reliance	Leisure	Delay of gratification
Chi-Square/ <i>F</i>	.000	.075	.118	.178	1.036
df	1	1	1	1	1
Sig.	.997	.784	.731	.673	.311

* $p < 0.05$ Note: Results of parametric ANOVA appear in Italics

3.8 H4: A stronger work ethic can be found in individuals who are more highly educated

It is evident from Table 3.24 that some aspects of the multidimensional work ethic differ significantly across the education groups. Based on the non-parametric ANOVA, overall work ethic ($p = .042$), religious work ethic ($p = .046$) and the parametric ANOVA with delay of gratification ($p = .013$) produced significant results. For these significant results, Cohen's D was calculated in order to determine the degree of the interaction between overall work ethic and education ($d = 0.259$), indicating a small effect size. Religious work ethic and education ($d = 0.479$) indicating a moderate effect size; and delay of gratification and education ($d = 0.225$) indicating a small effect size.

Table 3.24: Kruskal-Wallis Analysis for Work Ethic and Education

	Overall work ethic	Religious work ethic	Self-reliance	Leisure	Delay of gratification
Chi-Square/F	6.340	6.179	.436	.146	4.508
df	2	2	2	2	2
Asymp. Sig.	.042*	.046*	.804	.930	.013*

*p<0.05 Note: Results of parametric ANOVA appear in Italics

Based on Table 3.25, the strongest overall work ethic mean rank was obtained by those who have a Diploma as their highest qualification, followed by those who have a Matric qualification as their highest qualification, and the lowest score was from those who have a University degree as their highest qualification. The strongest religious work ethic mean rank score was obtained by those who have a diploma as their highest qualification, followed by those who have matric as their highest qualification, followed by those who have a University degree as their highest qualification.

Table 3.25: Mean rank/scores for Work Ethic and Education

	Education Collapsed	N	Mean Rank
Overall work ethic	Matric	38	48.11
	Diploma	42	61.35
	University Degree	24	43.98
	Total	104	
	Education Collapsed	N	Mean Rank
Religious work ethic	Matric	38	46.75
	Diploma	42	61.40
	University Degree	24	46.02
	Total	104	
	Education Collapsed	N	Mean Score/ SD
Delay of gratification	Matric	38	14.54/ 2.937
	Diploma	42	16.02/ 2.262
	University Degree	24	14.11/ 3.588
	Total	104	

As seen in Table 3.26, based on the Post Hoc test that was performed for delay of gratification and education, the difference between those with a Diploma and those with a University degree are significantly different ($p=.021$). In other words, those with a Diploma have significantly greater levels of delay of gratification when compared with those with a University degree, as confirmed in Table 3.25.

Table 3.26 Tukey's test for delay of gratification and education

Educational Level	Significance	Standard error
Matric & Diploma	.055	.636
Matric & University degree	.824	.720
Diploma & University	.021*	.706

*p<.05

3.9 H5: There is a positive relationship between tenure and work ethic

Tenure and delay of gratification were normally distributed, but overall work ethic, religious work ethic, self-reliance, and leisure were not. Therefore, Spearman's correlations were used in order to determine the relationship between tenure and overall work ethic; tenure and religious work ethic; tenure and self-reliance; and tenure and leisure. Pearson's correlations were used to examine the relationship between tenure and delay of gratification as both variables were normally distributed. As indicative of Table 3.27, there is a strong and positive relationship between overall work ethic and tenure ($r=.341$; $p=.000$); religious work ethic and tenure ($r = .397$; $p=.000$); self-reliance and tenure ($r = .216$; $p=.028$); and delay of gratification and tenure ($r=.288$; $p=.003$). In other words, those who remain in an organisation for a long period will have exceptionally high levels of overall work ethic, religious work ethic and delay of gratification, as these correlations were strongest. The longer one remains in an organisation, the greater the individual will appreciate being self-reliant, but to a lesser extent when compared with overall work ethic, religious work ethic and delay of gratification.

Table 3.27: Correlation between Work Ethic and Tenure

		Tenure	Overall work ethic	Religious work ethic	Self- reliance	Leisure	<i>Delay of gratification</i>	
Spearman's Correlation/ <i>Pearson's Correlation</i>	Tenure	Correlation Coefficient	1	.341	.397	.216	.048	<i>.288</i>
		Sig. (2- tailed)	.	.000**	.000**	.028*	.628	<i>.003**</i>
		N	104	104	104	104	104	104

**Correlation is significant at the 0.01 level (2-tailed). Note: Pearson's correlations appear in Italics

3.10 Conclusion

The reliability analysis presented in this Chapter revealed that the MWEP (SF) is statistically reliable in the South African population. However, the validity results show that a four factor structure is more applicable in South Africa, as opposed to the seven factor structure postulated by Miller et al., (2002). The four factor structure consists of self-reliance ($\alpha = 0.82$), leisure ($\alpha = 0.81$), delay of gratification ($\alpha = 0.72$, minus Q15 = 0.78), and religious work ethic ($\alpha = 0.94$).

Based on the results presented in this Chapter, it was found that of all the dimensions of work ethic, the only moderating effect found was in leisure and delay of gratification, with self-reliance having a minimal effect on the relationship between job satisfaction and organisational commitment. The moderating relationship found in leisure and delay of gratification show a change in direction, indicating that at various levels of leisure and delay of gratification, the relationship between organisational commitment and job satisfaction change. In terms of age, only the religious work ethic and overall work ethic was found to have a positive and significant relationship with an employee's age. All dimensions of work ethic, with the exception of leisure, had a positive and significant relationship with tenure. In other words, the longer an employee remains in an organisation; they will experience these

dimensions on a stronger level. Lastly, according to the results of this study, work ethic did not differ according to gender. These results are discussed in the Chapter to follow.

CHAPTER 4: DISCUSSION

The main purpose of the study was to establish if the multidimensional work ethic was a moderator between job satisfaction and organisational commitment in a South African setting. The MWEP (SF) had not been used in a South African sample prior to this study, hence the reliability and validity of the measure was examined first. It was evident that other variables such as age, gender, tenure and educational level are capable of influencing work ethic. Therefore, these relationships were also investigated in this study. In the chapter to follow, the results for each of these questions are discussed.

4.1 Is the multi-dimensional work ethic reliable and valid for the South African sample?

As stated in Chapter One, studies in which the reliability and validity of the MWEP was reported in a South African setting was not found. The measure proved to be psychometrically sound, however, should item 15 be deleted, the scale's reliability of the subscale 'delay of gratification' would increase from 0.72 to 0.78. Nonetheless, the overall reliability of the MWEP (SF) is 0.93 and is psychometrically sound when used in a South African setting.

Based on the factor analyses, the MWEP is valid for the South African sample. However, as opposed to the seven dimension theory as postulated by Miller et al., (2002), the results suggest a four dimensional work ethic; which comprises of self-reliance, leisure, delay of gratification and religious work ethic as separate scales. The religious work ethic subscale consists of a combination of Hard work, Centrality of work, Wasted time and Morality. The 'religious work ethic' mirrors Wollack et al (1971) view of work ethic consisting of intrinsic and extrinsic qualities, with the Protestant work ethic being the intrinsic aspect of work ethic. The religious work ethic variables that loaded in the factor analysis show religious work ethic displays the belief that work is a reward in itself. The factor analysis conducted by Yousef (1999), as mentioned in Chapter One, showed that this intrinsic work ethic or religious work ethic as named in this study, is related to organisational commitment.

McHoskey (1994), conducted a factor analysis that yielded a four factor solution based on Mirels and Garrett's Protestant Ethic (1971) scale. His four factor solution produced dimensions of Success, Asceticism, Hard Work and Anti-leisure. However, McHoskey

(1994) noted that the scale he used in his factor analysis did not measure Morality, Self-reliance and Delay of Gratification, all aspects that are critical in the Protestant work ethic.

Based on the results of this study, work ethic may exist as Weber defined it. Weber (1930) stated that the Protestant work ethic arose from John Calvin's teaching that one must work hard in order to please God. In doing so, joining the Elect might be possible and ensure entrance into Heaven. The manner in which one showed dedication to their work for God's sake, as opposed to an economic concern, is inherent in the Protestant work ethic.

The subscales which loaded as religious work ethic support Weber's notion that one must work hard without wasting time. The 'wasted time' subscale involves using one's time effectively, and centrality of work concerns not working for a reward, but rather for the sake of working. These qualities were fundamental to the Protestant work ethic, as this was the reason Weber believed the Protestant work ethic encouraged the rise of capitalism. An employee not having concern for leisure and working without worry for economic reward facilitated development, according to Weber. Therefore, when these particular factors continually loaded together in the factor analysis, it was labelled 'religious work ethic.'

The results presented above imply that a seven factor theory of the multi-dimensional work ethic is not replicable in a South African context. Furthermore, the seven, six and four factor solution produced a factor of a combination of hard work, morality, centrality of work and wasted time.

4.2 H1: The multi-dimensional work ethic moderates the relationship between job satisfaction and organisational commitment

The models explored in this study split the multidimensional work ethic into five factors, namely the four factors found in the factor analysis as well as the overall work ethic. The factors that appear to moderate the relationship between job satisfaction and organisational commitment are leisure and delay of gratification.

The first moderator model investigated if overall work ethic, as Miller et al., (2002) defined it, influenced the relationship between job satisfaction and organisational commitment. The regression found that overall work ethic did not moderate this relationship. This contradicts the study by Saks et al., (2009) who found that work ethic was directly and significantly related to job satisfaction and organisational commitment. However, in Table 3.8, overall

work ethic (as a distinct variable, not an interaction) was a significant predictor of organisational commitment. Therefore, there may be a relationship between overall work ethic and organisational commitment, however, this relationship may not have a moderating effect.

Hudspeth (2003) found that the relationship between work ethic and job satisfaction; and work ethic and organisational commitment were complex because each dimension of work ethic interacted in a different way to the variables concerned. Organisational commitment was strongly related to centrality of work, wasted time and delay of gratification; while job satisfaction was related to hard work, and negatively correlated to leisure and morality. Hudspeth (2003) concluded, there are dimensions in work ethic that have a negative or non-significant relationship to job satisfaction and organisational commitment. This may account for the results obtained in this study.

The religious work ethic did not moderate the relationship between job satisfaction and organisational commitment, according to the second model explored in this study. The religious work ethic consisted of the subscales which consistently loaded together on the factor analysis. These subscales were hard work, morality/ethics, centrality of work, and wasted time, dimensions which are present in most religious forms of work ethic, particularly the Protestant work ethic. The results of this study compliment the results of Williams and Sandler (1995), who concluded that the Protestant work ethic was a significant and strong predictor of organisational commitment; while it only marginally predicted an employee's satisfaction when compared to the way which the Chinese Confucian predicts job satisfaction. In this Model, religious work ethic did prove to be a significant predictor of organisational commitment; however, similarly to overall work ethic, this relationship did not extend to have a moderating effect.

The results of this study may concern the theory attached to job satisfaction and the dimensions of the religious work ethic. The job satisfaction dimensions used in this study were satisfaction with pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication (Spector, 1985). The dimensions of the religious work ethic may have interacted negatively with the dimensions of job satisfaction as measured in this study. The results produced may have different results

should another instrument of job satisfaction be used; or an instrument that measured overall job satisfaction as opposed to specific dimensions of job satisfaction.

The third model examined self-reliance as a moderator between job satisfaction and organisational commitment. Like overall work ethic and religious work ethic, this was found to not have a moderating effect. The Islamic work ethic may be compared to this model, as one of the main dimensions of the Islamic work ethic is not living off others and encouraging individuals to work for their own money; and not to be dependent on others (Chanzanagh & Akbarnejad, 2011). This is the way that Miller et al., (2002) defined self-reliance. Marri, et al., (2012) and Yousef (1999) concluded that the Islamic work ethic did moderate the relationship between job satisfaction and organisational commitment.

However, in the analysis conducted by Hudspeth (2003), it was found that self-reliance had no relationship with organisational commitment. This lack of relationship may account for the lack of moderating effect. Self-reliance is defined as an employee gaining independence in their daily tasks. This definition suggests that the concept of organisational commitment contradicts the idea of self-reliance; should the employee believe remaining in one organisation for an extended period undermines their independence. This could be the cause of the results found by Hudspeth (2003) and the results of this study. It is of interest to note that the p-value for the moderating effect in this model was .051 and there was a difference in the variance explained between the self-reliance models but this was not significant .051 as well. This suggests a need for further research with bigger and more diverse samples.

The fourth model investigated leisure as a predictor of job satisfaction and organisational commitment. Leisure was found to be a moderator between job satisfaction and organisational commitment. However, when levels of job satisfaction are at a moderate level, leisure does not act as a moderator. All significant outliers were removed previously, however from the scatterplot three outliers were noted. These outliers may account for these results. Clark (1998) argues that leisure is integrated in job satisfaction for older employees. In other words, if a job allows an (older) employee ample leisure time to enjoy non-work related activities, the greater their job satisfaction is likely to be (Clark, 1998). Mahembe and Chipunza (2014) found that leisure was of great importance to their South African and

Zimbabwean sample, stating the more a job allows leisure time for the employee, the more satisfied they will be.

Meyer et al., (1998) tested the extent to which early experiences an employee has in their organisation influenced their level of organisational commitment. The main component of 'work values' which was assessed placed great emphasis on the organisation providing the employee with "ample leisure time off the job" (Meyer et al., 1998, pg 36). Meyer et al., (1998) stated that research has shown the close relationship between job satisfaction and organisational commitment, therefore should work values influence organisational commitment, then it would influence job satisfaction in some way. The results of their study found that work values (with leisure as an important dimension) did have a moderating effect on one's early work experiences and organisational commitment.

The last model measured delay of gratification. Delay of gratification was found to have a moderating effect on the relationship between job satisfaction and organisational commitment. The study by Mohsin and Ayub (2014) found that delay of gratification did have a positive and significant relationship with job satisfaction. Witt (1990) found that delay of gratification was positively and significantly related to organisational commitment and organisational satisfaction.

Pogson, Cober, Doverspike and Rogers (2003) found that delay of gratification was strongest amongst those who are in the early stages of their career. This study found that if an employee experiences a low level of delay of gratification, it will have no effect on their organisational commitment. However, two outliers were noted in the scatterplot which may account for these results in this study.

4.3 H2: Work ethic and age are positively related

Based on the findings of the correlations, there was a significant and positive relationship between age and overall work ethic; and age and religious work ethic. These findings are in line with other studies that explored the relationship between work ethic, and age (see Taylor & Thompson, 1976; Meriac et al., 2010; Smola & Sutton, 2002). However, this contradicted the findings of Hill (1997) who found no difference in work ethic amongst employees of varying ages. In this study, the results indicate that as an employee's age increases, so does

their level of work ethic. Jobe (2014) found that while work ethic may remain similar among various generations, the emphasis they place on the various dimensions of work ethic may change as age increases. Meriac et al., (2010) state that while 3 generations (millennials, Generation X and baby boomers) scored differently on the MWEP, this may be due to various generations interpreting the items in different ways, and placing emphasis on different dimensions of the multidimensional work ethic.

Smola and Sutton (2002) found that each generation had a different work ethic; however they argued that each decade placed emphasis on different dimensions of work ethic. For example, in Chapter 1, it was pointed out that the concept of work ethic had changed throughout the years. Therefore, the generational differences in work ethic may be due to the changing nature of the working field and what is expected of workers at a given age. Smola and Sutton (2002) note it is society that may change the way in which one values work ethic as they age, as opposed to maturity. It is recommended that future research consider age categorically rather than continuously as was done in this study as this may allow for a more nuanced exploration of age and work ethic as is being suggested in the studies described here.

4.4 H3: Work ethic will differ across gender

This study concluded that gender does not influence the level of work ethic one possesses. This finding supported the study by Meriac et al., (2009); however contradicted the study by Hill (1997). Hill (1997) found that females display a higher level of work ethic than males in all subscales of the Occupational Work Ethic Inventory. Hill (1997) argued that his results did not indicate that women have a higher work ethic than men, however their work ethic merely differs from men. Hill (1997) stated that girls and boys are treated differently from their entrance into school, and research shows that girls have less behavioural problems than boys. According to research, girls are prone to obeying rules and procedures to a greater extent than boys. These differences in behaviour may account for the differences in work ethic, as the behaviours girls' exhibit in school may lead to a greater work ethic in the workplace (Hill, 1997). However, having a positive male role model for young boys in school may have a positive impact on their work ethic (Hill & Rojewski, 1999).

The reasons for these differences in results may be the reason provided by Meriac et al., (2009), who state that the lack of generalisability of the scales used in previous research may have produced differing results. However, the study by Rowe and Snizek (1995) found that

there are no differences in the work ethic between males and females; and the assumption that there are a gender differences in this area exist to perpetuate gender stereotyping. Rowe and Snizek (1995) believe the mentality that one gender has a stronger work ethic than the other provides the ground for gender inequality in the workplace.

4.5 H4: A stronger work ethic can be found in individuals who are more highly educated

The studies conducted by Hill (1997) and Rose (2005) found differing levels of work ethic based on one's level of education. However, both Hill (1997) and Rose (2005) believed these differences to be a result of valuing a different dimension of work ethic, as opposed to having a 'stronger' work ethic. Factors which could influence the dimensions of work ethic that are valued are ones schooling environment, society and family life (Hill, 1997). Hill (1997) found that rather than one's level of education being an influencing factor of work ethic, one's occupation had an impact on work ethic. For example, those involved in sales believed that interpersonal skills are of great importance. While interpersonal skills are important for any occupation, those in sales rely on it to a greater extent (Hill, 1997).

Rose (2005) believed that it was not completely one's educational level which influenced work ethic, but rather the demands placed upon each generation. The business world is constantly changing, and each generation has different demands placed upon them. Therefore, each generation that qualifies and enters the workforce is trained and armed with a different work ethic than the previous generation.

Based on the results of this study, those with a Diploma had a strong sense of overall work ethic, religious work ethic and valued delay of gratification, followed by those with a Matric qualification, followed by those with a University degree. According to Hill (1997), this difference may not infer that those with a Diploma have a greater work ethic. Rather, individuals who have a Matric certificate, Diploma or University degree may value a different aspect of work ethic.

According to the study of Rose (2005), when compared to individuals with a high school qualification, those with a University degree placed a greater importance on altruistic rewards, such as helping others, or social rewards such as being friends with co-workers. According to Rose (2005), this does not infer that those with a University degree have a lower or higher level of work ethic, but that they value different dimensions.

One could argue that it is not one's educational level which necessarily influences their work ethic, but their working experience. This could attribute to their work ethic, as in their working experience, behaviours that are supportive of a strong work ethic may have been positively rewarded and thereby ingrained in the employee.

4.6 H5: There is a positive relationship between tenure and work ethic

With the exception of leisure, all variables, namely overall work ethic, religious work ethic, self-reliance and delay of gratification, were positively and significantly correlated with tenure. Therefore, the findings of this study suggested that the higher level of overall work ethic, religious work ethic, self-reliance or delay of gratification one experiences, the longer they will remain in that organisation. This concurs with the findings by Hatcher (1995). Hatcher (1995) states that apprenticeship, or being mentored in an organisation, entails more than gaining practical experience; but the process develops the apprentices' work ethic. The apprenticeship involves a socialisation process that helps the student become accustomed to the organisational culture, and development of their work ethic.

Hatcher (1995) used the Occupational Work Ethic Inventory and believed it was not the work ethic of individuals that change, but rather as one becomes more experienced, the dimensions they value are shifted. Hatcher (1995) found the greatest dimension in which the apprentices and instructors differed was being dependable. The instructors placed a significantly greater emphasis on being dependable than the apprentices. Hatcher (1995) attributed this difference to maturity that accompanies age. Another aspect mentioned by Hatcher (1995) was that those who are older have more work experience. The additional work experience may have contributed to their knowledge of a valuable work ethic. Furthermore, the older employees are more accurate and realistic in describing themselves in self-reporting scales than younger individuals. Therefore, in any study that investigates work ethic, age should be a variable that is explored.

Miller et al., (2002) did state that a multidimensional work ethic can be learned; therefore the more experience one has, the more the individual learns the value of a strong work ethic. However, Smola and Sutton (2002) and Hill (1997) note that there are other variables which may contribute to the changing work ethic of individuals who have more experience or who are older. These variables may include one's experience in a particular organisation, their educational level, or the media.

The findings of this study suggest that the greater levels of hard work, morality/ethics, centrality of work, delay of gratification, wasted time and self-reliance one experiences, the longer they remain in their organisation. Remaining in an organisation for a significant period, or tenure, may be linked to Allen and Meyer's (1990) definition of organisational commitment. Allen and Meyer's (1990) three component model states that organisational commitment consists of affective commitment, normative commitment or continuance commitment. Therefore, work ethic, with the exception of 'leisure' may result in organisational commitment.

4.7 Conclusion

Based on the results of this study and previous research in this area, some aspects of work ethic does have an effect on job satisfaction and organisational commitment (Saks et al., 2009; William & Sandler, 1995; Yousef, 1999; Mari et al., 2012).

The findings of this study show that of all the dimensions investigated, only leisure and delay of gratification displayed a moderating effect. The direction change suggested that leisure and delay of gratification would moderate the relationship between job satisfaction and organisational commitment, however the moderation effect was dependent on the level of the moderators and the level of job satisfaction.

It has been noted that one's work ethic increases along with one's age and tenure. In order to ensure greater employability for South Africans, Hill (1997) suggests teaching children the value of a strong work ethic from middle school. By doing this, South Africa's talent management may be vastly improved, as the graduates and young workforce organisations are seeking to recruit would be more employable and dependable than the current graduate pool. Hatcher (1995) recommends instilling the value of a strong work ethic to graduates during their training, ensuring they learn the value of a strong work ethic as soon as possible.

This confirms the belief of Miller et al., (2002) and Hill (1997) that a multidimensional work ethic may be learned, and does not abide by religious or social constructs, such as gender and educational level. Therefore, should an organisation workforce lack a strong work ethic, organisations may benefit from instilling the importance of work ethic in their training programs. Organisations will be able to teach their employees which dimensions of work ethic to value and develop, without the concern of social or religious constraint. However,

literature does provide various contradictory results, making it difficult to discover the nature of work ethic.

CHAPTER 5: LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

5.1 Introduction

In the chapter to follow, limitations are addressed in terms of methodology, sample, and statistical procedures. Furthermore, recommendations concerning how future research may add to the body of knowledge this study provided will be discussed.

5.2. Limitation of sample

Amongst the limitations for this study is the size of the sample. However, given the time constraints and nature of this research, it was not possible to attain a larger sample. Furthermore, the sample lacked diversity, as 59.1% of the sample was Indian, and this raises questions on generalisability.

The small size of this sample did not consider individuals who are unemployed in South Africa. This study did not investigate the work ethic of those South African's seeking employment, and the way in which they differ from those who are employed. By gaining an understanding of the difference in work ethic among these two groups may help aid in understanding South Africa's unemployment concerns.

5.3 Limitation of questionnaires

As stated earlier, pen and paper versions of the questionnaires were made available in the organisations. These questionnaires were collected by the Human Resource Director of the organisation concerned. This may have resulted in participants completing the questionnaire in a manner they perceived to be socially acceptable, rather than in an honest manner. All scales used in the study had no social desirability scale in order to detect the employee's desire to be perceived in a particular manner.

5.4 Limitation of methodology

Considering the nature of this study was cross sectional, the degree of causation between the variables, namely work ethic, job satisfaction and organisational commitment were unable to be established. Another aspect which was not considered was how work ethic differed from professionals in various organisations, professions, home language, and population group. Establishing the manner in which work ethic differs from individuals from various

demographics may have established a greater understanding of the concept of work ethic in a diverse, South African sample.

Lastly, literature regarding generational differences of work ethic stated the differences that were present may be due to a misinterpretation of items in each generation. Supposing this argument is true, a study of a qualitative nature would have been beneficial, as this would allow the researchers to ensure each individual understood the items correctly.

5.5 Limitation of analysis

Treating the data obtained from numerous organisations around Durban and Johannesburg as a single unstratified data may have influenced the results, as the differences in work ethic, job satisfaction or organisational commitment between the various organisations were not provided. This may have allowed for the determination of differing levels of work ethic among various industries, regions and occupations.

A further limitation was that this study did not consider work ethic as a mediating influence on job satisfaction, organisational commitment, or other organisational predictors. This was done in some studies mentioned in the literature review (Ladebo et al., 2011), however, it was not considered in a South African sample. According to Baron and Kenny (1986) mediators refer to how effects occur between variables. Baron and Kenny (1986) state that the mediator may focus on causation between the variables concerned, rather than effect. This, however, will depend on the analysis performed.

5.6 Recommendations for future research

Considering this study focused on the work ethic of South African professionals, comparison on how this work ethic may be improved up based on the work ethic of other nationalities is necessary. More studies in this regard is needed in order to understand if improvement to the South African work ethic is required. The consideration of the impact of one's personality type on the multidimensional work ethic may be useful in determining the factors which influence work ethic and was not considered in this study.

As this study was quantitative, a study using a mixed methods approach may yield different results, and will be more comprehensive. This will aid in establishing generational differences in work ethic, and will provide reasons as to why work ethic differs from

generation to generation. A bigger sample along with a mixed method approach may help gain more insight in this regard.

Future research in this domain should seek to establish the causation between work ethic and organisational predictors. Furthermore, rather than treating the data as a single sample, differentiating between various occupations, organisations or work experience may have yielded different results.

Rather than the Human Resource Director collecting the hard copies of the questionnaires, the researcher involved should have collected them personally. While this may be more time consuming, participants may have been willing to be open and honest. Having multiple researchers may further address this problem, as this would enable the researchers to gain access to a larger number of organisations.

Lastly, the mediating effects of work ethic on organisational variables such as job satisfaction and organisational commitment need to be considered, preferably in a South African context.

5.7 Concluding comments

The findings revealed that work ethic comprises of five dimensions, namely overall work ethic as defined in literature; religious work ethic that comprises of centrality of work, hard work, morality/ethics, and wasted time; leisure, self-reliance and delay of gratification. This study sought to establish the moderating effect of the multidimensional work ethic on job satisfaction and organisational commitment in a South African sample. Furthermore, the MWEF (SF) was found to be a reliable and valid measure when applied in the South African context; however factor loadings suggested that a four factor solution to work ethic is more applicable, rather than the seven factor approach.

Based on the five models tests for moderation effects, only leisure and delay of gratification was found to be a moderator between job satisfaction and organisational commitment.

However, at medium levels of job satisfaction, leisure was found to have no moderating effect; and those who have low levels of delay of gratification experienced the same level of organisational commitment, regardless of their level of job satisfaction (whether it be low, medium or high).

Gender was found to have no impact on the level of one's work ethic. However, tenure and age appear to produce patters which indicate they have a positive and significant relationship

with work ethic. Lastly, rather than a higher education resulting in higher levels of work ethic, individuals with a Diploma had a significantly greater level of work ethic than those with a University degree. Further research is needed in order to increase the body of knowledge on this subject, particularly in a South African sample. Various recommendations on how this would be attainable were provided in this chapter.

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Appendix A: Approach letter for organisations



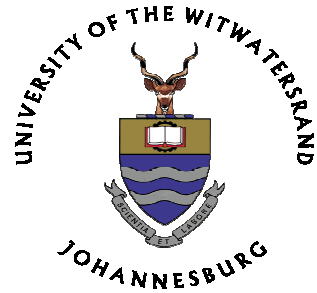
Psychology

School of Human & Community
Development

University of the Witwatersrand

Private Bag 3, Wits, 2050

Tel: 011 717 4503 Fax: 011 717 4559



To Whom It May Concern,

Dear Sir/Madam

My name is Kirshia Pillay and I am currently completing my Masters degree in Organisational/Industrial Psychology at the University of Witwatersrand. I am researching the work ethic of the South African professional, more specifically, how work ethic influences their level of satisfaction in their job and level of commitment to the organisation in which they work. Participation in this study requires the completion of an online questionnaire, which should take approximately 30 minutes to complete. I understand this is a significant period of time, however; your participation will be greatly appreciated, as studies in this area are lacking in a South African context and can contribute greatly to understanding the factors that enhance job satisfaction and organisational commitment. I would appreciate it if you can assist me by granting me permission to conduct my study at your organisation.

Employees at your organisation can participate in the study by clicking on a link to access the questionnaire. Alternately I can send an e-mail to the company/organisation that can be distributed on my behalf.

The data collected will be used to explore the relationships between work ethic, job satisfaction and organisational commitment and will be reported in an aggregated form in my research report, in conference presentations and in journal articles. It will also be securely stored for future research.

Employee's anonymity and confidentiality will be maintained throughout the process as the details from which they access the questionnaire will not be known to me, and all IP addresses will be deleted. The questionnaire also requests no identifying information so at no point will they be referred to as an individual. Only group trends will be reported on. The name of your organisation will not be revealed at any point in the study. Employees may choose not to answer any questions or items. There are no risks or benefits associated with the study.

If you choose to allow the study to be conducted in your organisation with those employees who are willing, it would be greatly, the consent of your employees will be assumed by them clicking on the link to access the survey. If you have any questions or concerns or to confirm participation, please contact me on the details provided below.

Ms K Pillay

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Prof. S Laher

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Appendix B: Approach letter for employees



Psychology

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Development

University of the Witwatersrand

Private Bag 3, Wits, 2050

Tel: 011 717 4503 Fax: 011 717 4559



Dear Sir/Madam

My name is Kirshia Pillay and I am currently completing my Masters degree in Organisational/Industrial Psychology at the University of Witwatersrand. I am researching the work ethic of the South African professional, more specifically, how work ethic influences their level of satisfaction in their job and level of commitment to the organisation in which they work. Participation in this study requires the completion of an online questionnaire, which should take approximately 30 minutes to complete. I understand this is a significant period of time, however; your participation will be greatly appreciated, as studies in this area are lacking in a South African context and can contribute greatly to understanding the factors that enhance job satisfaction and organisational commitment. I would therefore like to invite you to participate in this study.

You can participate in the study by clicking on the link below to access the questionnaire. Your data will be used to explore the relationships between work ethic, job satisfaction and organisational commitment and will be reported in an aggregated form in my research report, in conference presentations and in journal articles. It will also be securely stored for future research.

Your anonymity and confidentiality will be maintained throughout the process as the details from which you access the questionnaire will not be known to me, and all IP addresses will

be deleted so I am not able to find out your identity in any way. The questionnaire also requests no identifying information so at no point will you be referred to as an individual. Only group trends will be reported on. You may choose not to answer any questions or items. There are no risks or benefits associated with the study.

Should you require any additional information or feedback regarding the study, please feel free to contact me on the details provided below. Feedback can be requested approximately 3 months after completion of the questionnaire. Thank you for considering participation in this study. Please keep this e-mail so that you may have it for future reference.

Please click on the link to access the questionnaire: <http://sumayalaher.poll daddy.com/s/job-satisfaction-survey>

Ms K Pillay

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Prof. S Laher (Supervisor)

011 717 4532

sumaya.laher@wits.ac.za

Appendix C: Demographic Information

Demographic Information

1. Age: _____

2. Gender:

MALE

FFMALF

3. Population Group (Required for purpose of research and is not intended to offend any participant):

WHITE

INDIAN

AFRICAN

COLOURED

OTHER

If other, please specify: _____

4. Home language:

ENGLISH

AFRIKAANS

isiNDEBELE

sePEDI

seSOTHO

xiTSONGA

seTSWANA

siSWATI

tshiVENDA

isiXHOSA

isiZULU

OTHER

5. Highest Level of Education:

GRADE 11

MATRIC

DIPLOMA

BACHELORS

MASTERS

DOCTORATE

OTHR

6. Religious Affiliation:

CHRISTIANITY

HINDUAISM

ISLAM

JUDAISM

TRADITIONAL
AFRICAN RELIGION

OTHER

7. Occupation: _____

8. Years of service at current organisation: _____

Appendix D: Job Satisfaction Survey

	PLEASE CROSS (x) THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organisation.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organisations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organisation are not clear to me.	1	2	3	4	5	6

	PLEASE CROSS THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organisation when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organisation.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

Appendix E: Multidimensional Work Ethic Profile (Short Form)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. It is important to stay busy at work and not waste time.	1	2	3	4	5
2. I feel content when I have spent the day working.	1	2	3	4	5
3. One should always take responsibility for one's actions.	1	2	3	4	5
4. I would prefer a job that allowed me to have more leisure time.	1	2	3	4	5
5. Time should not be wasted. It should be used efficiently.	1	2	3	4	5
6. I get more fulfilment from items I had to wait for.	1	2	3	4	5
7. A hard days work is very fulfilling.	1	2	3	4	5
8. Things that you have to wait for are the most worthwhile.	1	2	3	4	5
9. Working hard is the key to being successful.	1	2	3	4	5
10. Self-reliance is the key to being successful.	1	2	3	4	5
11. If one works hard enough, one is likely to make a good life for oneself.	1	2	3	4	5
12. I constantly look for ways to productively use my time.	1	2	3	4	5
13. One should not pass judgment until one has heard all of the facts.	1	2	3	4	5
14. People would be better off if they depended on themselves.	1	2	3	4	5

15. It is very important for me to always be able to work.	1	2	3	4	5
16. More leisure time is good for people.	1	2	3	4	5
17. I try to plan out my workday so as not to waste time.	1	2	3	4	5
18. The world would be a better place if people spent more time relaxing.	1	2	3	4	5
19. I strive to be self-reliant.	1	2	3	4	5
20. If you work hard you will succeed.	1	2	3	4	5
21. The best things in life are those you have to wait for.	1	2	3	4	5
22. Anyone who is able and willing to work hard has a good chance of succeeding.	1	2	3	4	5
23. It is important to treat others as you would like to be treated.	1	2	3	4	5
24. I experience a sense of fulfilment from working.	1	2	3	4	5
25. People should have more leisure time to spend in relaxation.	1	2	3	4	5
26. It is important to control one's destiny by not being dependent on others.	1	2	3	4	5
27. People should be fair in their dealings with others.	1	2	3	4	5
28. A hard days work provides a sense of accomplishment.	1	2	3	4	5

Appendix F: Organisational Commitment Questionnaire

	PLEASE CROSS (x) THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	
1	In general, the work I am given to do at my organisation is challenging and exciting	1	2	3	4	5	6	7
2	This organisation always makes clear what is expected of me.	1	2	3	4	5	6	7
3	In my organisation, I often find myself working on assignments without a clear understanding of what it is I am supposed to be doing.	1	2	3	4	5	6	7
4	The requirements of my job are not particularly demanding.	1	2	3	4	5	6	7
5	The top management people in my organisation pay attention to ideas brought to them by other employees.	1	2	3	4	5	6	7
6	Among the people in this organisation there are few close relationships.	1	2	3	4	5	6	7
7	I feel I can trust this organisation to do what it says it will do.	1	2	3	4	5	6	7
8	There are people in this organisation who are getting much more than they deserve and others who are getting much less.	1	2	3	4	5	6	7
9	In this organisation you are encouraged to feel that the work you do makes important contributions to the larger aims of the organisation.	1	2	3	4	5	6	7
10	I am rarely given feedback concerning my performance on the job.	1	2	3	4	5	6	7
11	In my organisation, I am allowed to participate in decisions regarding my workload and performance standards.	1	2	3	4	5	6	7
12	To what extent do you think the skills and experiences you have obtained at your current organisation would be useful at other organisations? That is, how many of these skills/experiences would 'transfer' from one organisation to another?	1	2	3	4	5	6	7
13	Formal education would not be very useful if I was working anywhere but at this or a very similar organisation.	1	2	3	4	5	6	7
14	If you were to leave your organisation, do you think you would have to move to a different location?	1	2	3	4	5	6	7
15	I have had to invest a great deal of time and effort in this organisation ('learning the ropes', etc.).	1	2	3	4	5	6	7
16	If you were to leave your current organisation now, would you lose any of	1	2	3	4	5	6	7

	the retirement funds you would have received if you stayed with the organisation?	
17	Approximately how long have you resided in the local area?	1 2 3 4 5 6 7
18	If I were to leave this organisation, I would have little difficulty finding a comparable or better job elsewhere.	1 2 3 4 5 6 7
19	Employees in this organisation are expected to have a strong sense of personal commitment to the organisation.	1 2 3 4 5 6 7

THANK YOU FOR YOUR CO-OPERATION!

Appendix G: Ethics Clearance Certificate

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

HUMAN RESEARCH ETHICS COMMITTEE (SCHOOL OF HUMAN & COMMUNITY DEVELOPMENT)

CLEARANCE CERTIFICATE

PROTOCOL NUMBER: MORG/14/004 IH

PROJECT TITLE:

Work ethic as a moderator between job satisfaction and organizational commitment in a SA sample.

INVESTIGATORS

Pillay Kirshia

DEPARTMENT

Psychology

DATE CONSIDERED

05/05/13

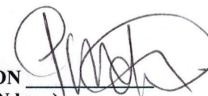
DECISION OF COMMITTEE*

Approved

This ethical clearance is valid for 2 years and may be renewed upon application

DATE: 19 June 2014

CHAIRPERSON
(Professor M. Nduna)



cc Supervisor:

Prof. S Laher
Psychology

DECLARATION OF INVESTIGATOR (S)

To be completed in duplicate and **one copy** returned to the Secretary, Room 100015, 10th floor, Senate House, University.

I/we fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure be contemplated from the research procedure, as approved, I/we undertake to submit a revised protocol to the Committee.

This ethical clearance will expire on 31 December 2016

PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES