

An Investigation into Quality Commitment in a Service Organisation in South Africa

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Abstract

Dramatic changes are taking place within the world of work, as organisations seek to keep pace with an ever-growing rate of change driven by technological advances and changes in patterns of consumer demand. The drive to provide products or services, which meet or exceed customer expectations consistently and on-time must rely on quality as the basis of its efficacy. Customers perceive that the service quality within the Operations Department of the organisation is poor. Quality is the basis for the whole of modern manufacturing and service delivery processes; and research and practice have shown the importance of individual employees taking ownership over the quality of their work. The importance of employee identification with the organisation's goals and values has gained increasing recognition, as organisations look for much more from their employees today than previously. Organisations are simultaneously restructuring their organisation structures, and empowering their staff by expanding the scope of work roles. The core purpose of this study is to determine the level of commitment of employees to quality in the organisation. The research methodology comprised a semi-structured questionnaire in order to assess employee commitment towards service delivery in the workplace.

Background

Quality is an important requirement in any organisation, be it in the manufacturing or service industry. Organisations should strive to aim for product and service excellence in the current competitive environment in order to be profitable and sustainable.

To help develop a quality strategy a formal assessment of quality provides a guide for improvement by revealing

- the size of the quality issue and
- the areas demanding attention [13].

The research that will be undertaken will reveal employee commitment as an attitude of the quality culture in the organisation. Employees in organisations have various levels of commitment to quality. Gaining an understanding of this commitment should be part of an organisation's assessment of quality.

The aim of the study was to:

- present a conceptualisation of the construct of quality commitment and
- obtain scientific knowledge about how committed employees are to quality in the Operations Department of Procurement Services of the organisation.

Research methodology

This paper explores the attitude of employee commitment towards service quality through empirical research. Empirical data was gathered through questionnaires that were emailed to participants. Telephonic and one on one communication was undertaken to explain the purpose and scope of the study. A sample 80 respondents were identified and was limited to specialists and supervisory management and their employees. In the development of these insights, the study aims to inform the process of service quality within the department operations management of procurement services and its importance in customer satisfaction in South Africa [8].

Literature review

It is vital investigate the importance of assessment, conceptualisation of quality commitment, definition of attitude, the sources of attitudes and the various types of attitudes. Then an investigation into organisational commitment with respect to its definition and organisational commitment as an antecedent, correlate and consequence is conducted.

Why Assessment?

Assessments are important as they form part of an activity to measure performance of the organisation in order to monitor sustainability. As part of strategic management some large organisations develop strategies to address the assessment of quality in the organisation. A formal assessment is conducted to check the impact of the quality issue and the area requiring attention. By conducting an assessment leadership would be provided with the facts that are essential to take action on quality issue [13].

An annual or bi-annual assessment is usually warranted. Assessment can be conducted for an entire organisation or for a division, a plant, or even a department [12]. Aikens (2006)[1] cites that employees in an organisation have opinions, beliefs, traditions, attitudes and practices concerning quality. These characteristics can be termed the “culture” of the organisation. Gaining an understanding of this culture should be part of a company assessment of quality for two reasons: (1) The culture clearly has a major impact on quality results, and (2) knowing the present culture can identify barriers for developing a strategy and implementing an action plan based on the company-wide assessment of quality. Assessing the quality culture of an organisation is usually performed by using questionnaires to survey employees. Knowing the quality culture creates an enabling environment to implement a strategy in a way that encourages people to embrace the quality strategy and make it successful [11].

Conceptualisation of Quality Commitment

The starting point for defining the key components of employee commitment to quality is the psychological literature of the construct of organisational commitment. Although a number of facets of organisational commitment have been proposed, the most influential analysis is that of Porter *et al.* (1974) [21] who defined three elements:

- (1) identification
- (2) involvement; and
- (3) loyalty

The incorporation these elements in the widely used Organisational Commitment Questionnaire [19]; [21] and [18] developed them further distinguishing the core construct of affective commitment from what they called continuance commitment, which reflects constraints on the individual’s opportunities to move to another organisation.

The attitudinal construct of commitment implies a composite of affective, cognitive and behavioural components as indicators of employee commitment to organisational values [6]. Affective indicators include pride in affiliation to the company’s goals and feelings of satisfaction derived from involvement with the company’s goals. Cognitive indicators include identification with the organisation’s goals and values, and shared sense of importance of the company’s goals. Behavioural indicators include active participation in the goals of the organisation, and willingness to exert effort towards goal accomplishment.

Attitudes

Attitudes are evaluative statements or judgements, either favourable or unfavourable, concerning objects, people, or events. They reflect how one feels about something [23]. Attitudes are not the same as values, but the two are interrelated. It can be seen by looking at three components of an attitude: cognition, affect, and behaviour [7].

The cognitive component of an attitude is the belief or opinion of an attitude. The affective component of an attitude is the emotional or feeling segment of an attitude. The behavioural component of an attitude refers to an intention to behave in a certain way towards someone or something [23]. Viewing attitudes as made up of three components, cognition, affect, and behaviour is helpful toward understanding their complexity and the potential relationship between attitudes and behavior [24].

Sources of attitudes

Attitudes, like values, are acquired from parents, teachers, and peer group members. Humans are born with certain genetic predispositions [3]. Human beings model their attitudes after those they admire, respect, or maybe even fear. Observation of the way family and friends behave, shape their attitudes and behaviour to align with others. People also imitate the attitudes of popular individuals and those they admire and respect.

In contrast to values, attitudes are less stable. Attitudes are important to organisations because they affect job behaviour. If organisations need their employees to be more productive, then it makes sense to try to understand how these attitudes were formed, their relationship to actual job behaviour, and how they might be changed [24].

Types of attitudes

A person can have thousands of attitudes, but organisational behaviour focuses attention on a very limited number of job-related attitudes. These job-related attitudes tap positive or negative evaluations that employees hold about aspects of their work environment. Most of the research in organisational behaviour has been concerned with four attitudes: job satisfaction, motivation, job involvement, and organisational commitment [24].

Job satisfaction refers to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job [24]. Motivation is defined as the willingness to exert high levels of effort toward organisational goals, conditioned by effort's ability to satisfy some individual need.

Job involvement refers to the degree, to which a person identifies psychologically with his or her job, actively participates in it, and considers his or her performance important to self-worth [5]. Employees with a high level of job involvement have been found to be related to fewer absences and lower resignation rates [5]. However, it seems to more consistently predict turnover than absenteeism, accounting for as much as sixteen percent of the variance in the former [9].

Employee commitment is defined as the state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation [5]. Research evidence demonstrates negative relationships between organisational commitment and both absenteeism and turnover [14]. In fact, studies demonstrate that an individual's level of organisation commitment is a better indicator of turnover than the far more frequently used job satisfaction predictor, explaining as much as 34 percent of the variance [14]. Organisational commitment is probably a better predictor because it is a more global and enduring response to the organisation as a whole than is job satisfaction [21]. An employee may be dissatisfied with his or her particular job and consider it a temporary condition, yet not be dissatisfied with the organisation as a whole. Nevertheless, when dissatisfaction spreads to the organisation itself, individuals are more likely to consider resigning.

Commitment

The concept of commitment has grown in popularity in the literatures of industrial/organisational psychology and organisational behaviour. For over a decade now organisational researchers have been studying organisational commitment and its relationships with various situational characteristics, attitudes, and behaviour of employees [20].

The reason for this growing popularity is part due to the positive organisational outcomes which research has shown as linked to organisational commitment. Research has consistently linked organisational commitment to important organisational outcomes such as turnover, job performance, absenteeism job satisfaction, organisational effectiveness and tardiness [4]; [5]; [17]; [2]; [19]. The desirable consequences of organisational commitment have encouraged organisations to actively seek out ways to enhance commitment among their employees.

In many organisations and in westernised countries in general, an assumption of the desirability of organisational commitment persists [22]. A particular concern to American line management is the competitiveness of the Japanese industry: It is assumed that high level of Japanese productivity are due to high levels of commitment among Japanese employees, and the constant desirability of organisational commitment is exemplified in the claim that "Ideally, we would want one sentiment to be dominant in all employees from top to bottom, namely a complete loyalty to the organisational purpose" [22]. The concept of commitment has received a great deal of empirical study both as consequence and an antecedent of other work-related variables of interest.

As a consequence, organisational commitment has been linked to several personal variables, role states, and aspects of the work environment ranging from job characteristics to dimensions of organisational structure. As an antecedent, organisational commitment has been used to predict employees' absenteeism, performance, turnover, and other behaviours. In addition, several other variables of interest, perhaps best referred to as correlates (e.g., job involvement and job satisfaction), have demonstrated relationships with organisational commitment.

Robbins and Coulter [25] have suggested that gaining a greater understanding of the processes related to organisational commitment has implications for employees, organisations, and society as a whole. Employees' level of commitment to an organisation may make them more eligible to receive both extrinsic (e.g., wages and benefits) and psychological (e.g., intrinsic job satisfaction and relationships with co-workers) rewards associated with membership.

Organisations value commitment among employees, which is typically assumed to reduce withdrawal behaviours such as lateness and turnover. In addition, committed employees may be more likely to engage in "extra-role" behaviours, such as creativeness and innovativeness, which are often what keeps an organisation competitive [15]. From a larger perspective, a society as a whole tends to benefit from employees' organisational commitment in terms of lower rates of job movement and perhaps higher national productivity or work quality or both.

Interest in studying organisational commitment has continued for a number of reasons. It consistently has been shown to be related to: (a) employee behaviour, such as job search activities, turnover, absenteeism and, to a lesser extent, performance effectiveness; (b) attitudinal, affective, and cognitive constructs such as job satisfaction, job involvement, and job tension; (c) characteristics of the employees job and role, including autonomy and responsibility job variety and task identity, and role conflict and ambiguity and (d) personal characteristics of the employee, such as age, sex, need for achievement, and job tenure [24]. This range of relationships, coupled with the belief that organisational commitment is a relatively stable attitude over time when compared to job satisfaction [21], suggests the importance of pursuing a thorough understanding of the operation of this major construct.

Definitions of commitment

Different theorists and researchers have defined organisational commitment in several ways. Employees are committed to organisations because they recognise the benefits associated with remaining in the organisation and the costs associated with leaving it. Such employees might so depend on their salaries, or the benefits they receive from the organisation, that they perceive no alternative, but to remain in the organisation, and commitment arises from this. Commitment results, when non-portable pensions, tenure in the organisation, organisation-specific skills, status, age, or other factors combine as accumulated investments and rewards.

Only recently have researchers such as [4]; [6] and [16] identified specific behaviours that could be measured and quantified for study. In their study of over 1,300 leaders, the following leadership behaviours were delineated which seemed to affect organisations and employees:

- **Challenging the Process:** Such leaders are innovative and dare to experiment with new and risky procedures, and they encourage others to do the same. They are up-to-date on the newest developments in technology and create a climate for education and change.
- **Inspiring a Shared Vision:** These leaders are intuitive and picture the future. They describe their ideas in colourful ways and enlist others in becoming involved by "appealing to their values, interests, hopes, and dreams".
- **Enabling Others to Act:** The word "empowering" describes these leaders. They build trust, teamwork, and co-operation, which help people to feel strong and supported. They share power and promote collaboration, teaching others how to succeed.
- **Modelling the Way:** These leaders are good role models, setting an example and practising what they preach. They are clear about their own values and set a very high standard, breaking tasks down into attainable "small wins".
- **Encouraging the Heart:** While the label may appear maudlin, such leaders support their followers, encouraging them, and recognising and celebrating their accomplishments. These behaviours were chosen as the independent variables for this study.
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• Leader communication

The relationship between leader communication and organisational commitment was assessed across four samples, all reported in [7], and yielded correlation. Presumably, a supervisor who provides more accurate and timely types of communication enhances the work environment and thereby is likely to increase employees' commitment to the organisation. However, this assertion remains speculative because this process has not been tested directly by Bruning and Snyder or any other study to date.

• Participatory leadership

Group – leader relations synonymously with management style can significantly influence the degree of employee commitment to organisational values and goals. In general, it has widely been shown and argued that the more flexible and participative management styles can strongly and positively enhance organisational commitment [10]. These styles tend to decrease role stress and thereby significantly increase employee commitment. The organic style of management emphasising flexibility and adaptation might provide greater concern for workers as human beings, and for the work organisation as a total social and cultural system. The success of this type of management style lies with its flexibility and adaptability to changing conditions while maintaining organisational consistency and continuity. Because of its greater reliance on worker loyalty and trust, this style of management might also be geared to enhance organisational citizenship behaviours [24].

Consequences of Commitment**Performance**

Mowday et al. [19] concluded that the least encouraging finding in the organisational commitment literature regards the weak relationship organisational commitment demonstrates with job performance. The results of the meta-analyses conducted by [17] using others' (primarily supervisors') ratings of performance and output measures as performance criteria support their conclusion. Few researchers predicted that commitment levels would influence performance, as most correlations were extracted from studies designed primarily to examine other relationships. In contrast, [10] found an average correlation between job satisfaction and performance. Although higher levels of commitment may relate to improved job performance in some situations, the present findings suggest that commitment has relatively little direct influence on performance in most instances.

The Benefits of High Commitment

When employee commitment is high, management benefits in many ways, including:

- **High Quality.** Committed employees care about the quality of goods or services that the company provides. They are eager to offer creative ideas on how to improve products or systems. And organisations that stand for quality and service are more likely to attract talented workers who are looking to commit to a company they can be proud of.
- **High Performance.** Employees with high commitment to the organisation care about corporate goals and objectives. They are more willing to put out the extra effort necessary to increase performance and production.
- **Low Turnover and Absenteeism.** When employees are committed to the organisation and feel the organisation is committed to them, they are less likely to quit their jobs or be absent from their jobs. Turnover and absenteeism drop substantially. In fact, committed employees value their existing work relationships so highly that they may even pass over more lucrative job opportunities.
- **Good Reputation.** Workers who are committed to the organisation speak well of it to their friends and in the community. This goes a long way to enhance the company's reputation with other employees, customers, and potential employees.
- **High Morale.** Committed employees are happy in their work. They love their jobs. When employee morale is high, there is less illness, fewer accidents, more fun, and heightened atmosphere of general goodwill.
- **Team Spirit.** When employees are committed to the highest objectives of the organisation, there is more co-operation and group interaction. Teams work together readily as they bond with one another. Team spirit comes naturally when people are committed to the organisation and to their co-workers.
- **Ability to Attract Employees.** Almost everyone wants to work in the kind of company just described. They want to bond with their co-workers, love their jobs, and feel committed to the organisation. Organisations that understand this need will tend to attract the most talented people from a dwindling pool of well-skilled workers.

The High Cost of Low Commitment

When employee commitment is low, management may see some of the following consequences:

- **Low Quality.** As commitment drops, so does employee concern about the quality of goods or services put out by the company. As risk-averse employees hold back their suggestions for needed improvements, quality is sure to suffer.
- **Low Performance.** Employees with low commitment are satisfied to do the minimum, just enough to keep their jobs. The goals of the organisation seem remote and unattached to them in any meaningful way.
- **High Turnover.** Without commitment, employees may simply leave the organisation at the first sign of trouble or discord.
- **Poor Reputation.** Companies may spend millions of dollars building a corporate reputation, only to see it destroyed by badmouthing from disgruntled employees.
- **Low Morale.** When commitment slides, employees no longer look forward to coming to work. They fall victim to stress-related illness, and on-the-job accidents increase. If people feel oppressed or unappreciated, the general atmosphere of the workplace will suffer.
- **Low Team Spirit.** Workers with low commitment have an attitude of “every person for themselves.” Obsessed with guarding their own special interests or turf, employees withdraw from productive interaction with one another. They feel disenfranchised from the organisation and from each other.
- **Inability to Attract Employees.** Since commitment is so important to most people, potential employees will look for organisations that build trust and loyalty. Organisations that do not understand and respond to this employee need will lose out in the competition for talented employees.

The above discussion concerns the construct of commitment as an antecedent, correlate and consequence. Organisations should be interested in their employees’ attitudes because they give warnings of potential problems and because they influence behaviour. Satisfied and committed employees, for instance, have lower rates of turnover and absenteeism and higher rates of productivity. Given that organisations want to keep resignations and absences down, especially among their more productive employees, they will want to do things that will generate positive attitudes.

Results and Discussion

Reliability

Table 1-Case Processing Summary and reliability

Case Processing Summary

		N	%
Cases	Valid	54	100.0
	Excluded ^a	0	.0
	Total	54	100.0

a. List-wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.933	12

Cronbach's alpha

According to the Academic Technology Services at the University of California, Los Angeles (UCLA Academic Technology Services: 2002), the Cronbach's alpha measures how well a set of items (or variables) measures a single one-dimensional latent construct. When data have a multidimensional structure, Cronbach's alpha will usually be low. Technically speaking, Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency).

Cronbach’s alpha can be written as a function of the number of test items AND the average inter-correlation among the items. Below, for conceptual purposes, we show the formula for the standardized Cronbach's alpha:

$$\alpha = \frac{N \cdot \bar{r}}{1 + (N - 1) \cdot \bar{r}}$$

Here N is equal to the number of items and r-bar is the average inter-item correlation among the items.

It is evident from this formula that if the number of items is increased, then Cronbach's alpha increases accordingly. Additionally, if the average inter-item correlation is low, alpha will be low. As the average inter-item correlation increases, Cronbach's alpha increases as well. This makes sense intuitively - if the inter-item correlations are high, then there is evidence that the items are measuring the same underlying construct. This is really what is meant when someone says they have "high" or "good" reliability. They are referring to how well their items measure a single one-dimensional latent construct.

A reliability coefficient of 0.80 or higher is considered as “acceptable”. (UCLA Academic Technology Services, 2002)

The reliability score of 0.933 indicates a high degree of acceptable, consistent scoring for the different categories. The two most important aspects of precision are **reliability** and **validity**. Reliability refers to the reproducibility of a measurement. Reliability is quantified simply by taking several measurements on the same subjects. Poor reliability degrades the precision of a single measurement and reduces the ability to track changes in measurements in experimental studies. Validity refers to the agreement between the value of a measurement and its true value. Validity is quantified by comparing one’s measurements with values that are as close to the true values as possible. Poor validity also degrades the precision of a single measurement, and it reduces the ability to characterize relationships between variables in descriptive studies.

Frequencies

The table / graph below indicate that there were 3 male respondents in the survey for every 1 female respondent. Historically, Procurement has been a male dominated field. In the recent past, more females have been employed.

Table 2: Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	75.9	75.9	75.9
	Female	13	24.1	24.1	100.0
	Total	54	100.0	100.0	

The table / figure below indicate the number of years that the respondents have been employed. It is interesting to note that 78% of the respondents have been employed for more than 10 years. This is important, as long-term staff have responded to the survey, thereby yielding compelling responses, as compared to a newly employed employee. This is borne out in terms of the high reliability score.

Table 3: Years of Service

		Years of Service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 5	1	1.9	1.9	1.9
	6 - 10	6	11.1	11.1	13.0
	11 - 15	5	9.3	9.3	22.2
	16 - 20	9	16.7	16.7	38.9
	21 - 25	13	24.1	24.1	63.0
	> 25	20	37.0	37.0	100.0
	Total	54	100.0	100.0	

The table / graph below illustrate the employment of respondents by grade.

There was a high overall response rate to the questionnaire (70%).

There was a high response rate (40.7%) of Operations Mangers to the survey followed by their employees (OP1-33.3%).

Table 4: Grade

		Grade			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	M6	22	40.7	40.7	40.7
	S6	13	24.1	24.1	64.8
	OP1	18	33.3	33.3	98.1
	OP2	1	1.9	1.9	100.0
	Total	54	100.0	100.0	

Almost half of the respondents are of Indian origin. Amongst the main reasons for this is the employment of candidates based on qualifications and experience. There is also a large Indian population in the Durban area, which is indicative of the population distribution of Kwa-Zulu Natal. The ratio of Whites to Blacks is 2:1.

Table 5: Ethnicity

		Ethnicity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	9	16.7	16.7	16.7
	White	19	35.2	35.2	51.9
	Coloured	1	1.9	1.9	53.7
	Indian	25	46.3	46.3	100.0
	Total	54	100.0	100.0	

Factor Analysis

Why is factor analysis important?

Factor analysis is a statistical technique whose main goal is data reduction. A typical use of factor analysis is in survey research, where a researcher wishes to represent a number of questions with a small number of hypothetical factors. For example, as part of a national survey on political opinions, participants may answer three separate questions regarding environmental policy, reflecting issues at the local, state and national level. Each question, by itself, would be an inadequate measure of attitude towards environmental policy, but *together* they may provide a better measure of the attitude. Factor analysis can be used to establish whether the three measures do, in fact, measure the same thing. If so, they can then be combined to create a new variable, a factor score variable that contains a score for each respondent on the factor. Factor techniques are applicable to a variety of situations. A researcher may want to know if the skills required to be a decathlete are as varied as the ten events, or if a small number of core skills are needed to be successful in a decathlon. You need not believe that factors actually exist in order to perform a factor analysis, but in practice the factors are usually interpreted, given names, and spoken of as real things.

Table 6: Communalities**Communalities**

	Initial	Extraction
It pleases me to know that my own work has made a contribution to the quality of the services that Telkom provides.	1.000	.797
A major source of satisfaction from my job comes from doing a quality piece of work.	1.000	.672
It is important to me that Telkom continues to place an emphasis on quality.	1.000	.711
I am continually taking action to improve the quality of my work.	1.000	.786
Even if my work was never checked, I would continue to treat quality as being important.	1.000	.877
I do not mind spending more time on a task in order to improve its quality, even if I get no credit for it.	1.000	.801
I am prepared to put in extra effort to meet quality goals.	1.000	.803
In my job, quality is the most important target to achieve.	1.000	.899
I feel that quality is the most important aspect of my job	1.000	.903
I take personal responsibility for the quality of my own work.	1.000	.831
Each individual has an important part to play in increasing the quality of service Telkom provides.	1.000	.632
I feel I share a responsibility for the quality of service Telkom provides.	1.000	.824

Extraction Method: Principal Component Analysis.

- The rotation method used is the Varimax Method with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors.
- Factor analysis / loading show inter-correlations between variables.

The communality for a given variable can be interpreted as the proportion of variation in that variable explained by the factors that make up the variable. In this instance, there is 1 component that make up each of the 3 variables for the Affective Facet (as indicated in the component matrix table below). The analysis is analysed similar to that for multiple regression: signage against the two common factors yields an $R^2 = 0.797$ (for the first variable), indicating that about 80% of the variation in signage is explained by the factor model.

This argument can then be extended to the rest of the model.

It is noted though that components 2 and 3 are split into two components. This is explained below in the rotated component matrix.

An assessment of how well this model is doing can be obtained from the communalities. The ideal is to obtain values that are close to one. This would indicate that the model explains most of the variation for those variables. In this case, the model is fairly decent as it explains approximately 80% of the variation for the 12 factors. The average scores of the three facets are as follows:

Affective = 73%

Behavioural = 83%

Cognitive = 80%.

This gives the percentage of variation explained in the model. This might be looked at as an overall assessment of the performance of the model. However, this percentage is the same as the proportion of variation explained by the first eigenvalue, obtained earlier. The individual communalities tell how well the model is working for the individual variables, and the total communality gives an overall assessment of performance.

Rotated Component Matrix

Table 7- Rotated component matrix

	Component		
	1	2	3
It pleases me to know that my own work has made a contribution to the quality of the services that Telkom provides.	0.857	0.242	0.058
A major source of satisfaction from my job comes from doing a quality piece of work.	0.619	0.536	0.015
It is important to me that Telkom continues to place an emphasis on quality.	0.735	0.233	0.342
I am continually taking action to improve the quality of my work.	0.426	0.761	0.160
Even if my work was never checked, I would continue to treat quality as being important.	0.167	0.877	0.281
I do not mind spending more time on a task in order to improve its quality, even if I get no credit for it.	0.182	0.852	0.203
I am prepared to put in extra effort to meet quality goals.	0.325	0.676	0.490
In my job, quality is the most important target to achieve.	0.131	0.265	0.901
I feel that quality is the most important aspect of my job	0.361	0.227	0.849
I take personal responsibility for the quality of my own work.	0.776	0.094	0.469
Each individual has an important part to play in increasing the quality of service Telkom provides.	0.531	0.356	0.473
I feel I share a responsibility for the quality of service Telkom provides.	0.720	0.380	0.401

Factor analysis is a statistical technique whose main goal is data reduction. A typical use of factor analysis is in survey research, where a researcher wishes to represent a number of questions with a small number of hypothetical factors. With reference to the table above:

- The principle component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors.
- Factor analysis/loading show inter-correlations between variables.
- Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the three facets.

It is noted that the three factors of the Affective Facet (component 1) loaded perfectly in a single factor. However, components 2 and 3, that is, the Behavioral Facet and Cognitive Facet, have factors that overlap, indicating a mixing of the factors. Further, the Cognitive Facet also loads predominantly along the first factor (Affective).

4.6 Facet Analysis
Affective

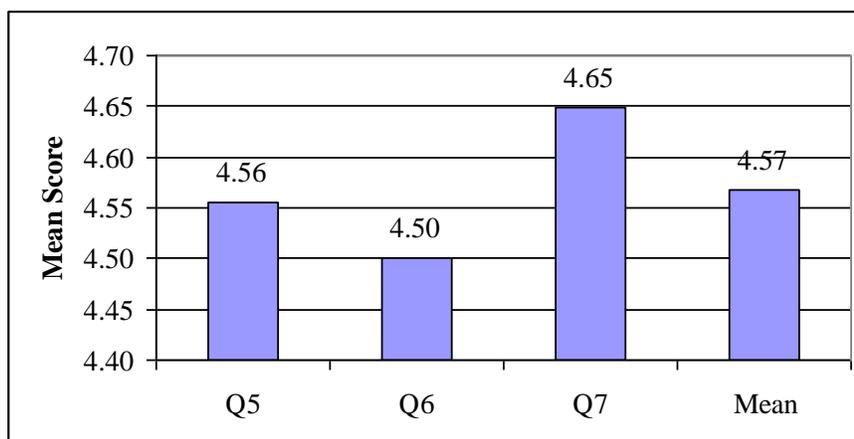


Figure 1-Affective facet analysis

It is noted that the average score (4.57) is close to the maximum of 5 (indicating strong agreement). The mean score is reduced due to the contributing factor of question 6. Affective facet importance is a key factor of the level of quality commitment associated with any particular job facet. Workers placed greater personal importance on a job facet (i.e., greater quality commitment with favourable conditions and less commitment with unfavourable conditions).

Behavioral

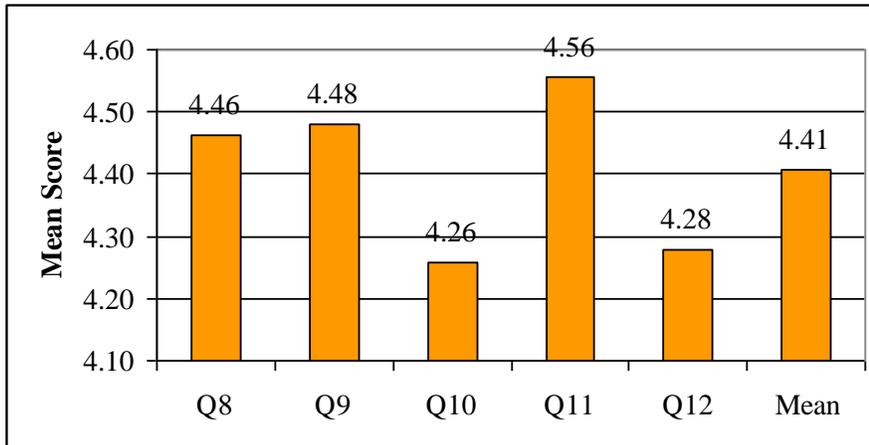


Figure 2 -Behavioural facet analysis

Questions 10 and 12 lower the average for this facet from 4.5 to 4.41. The degree of quality commitment is illustrated positively in the behavioural facet.

Cognitive:

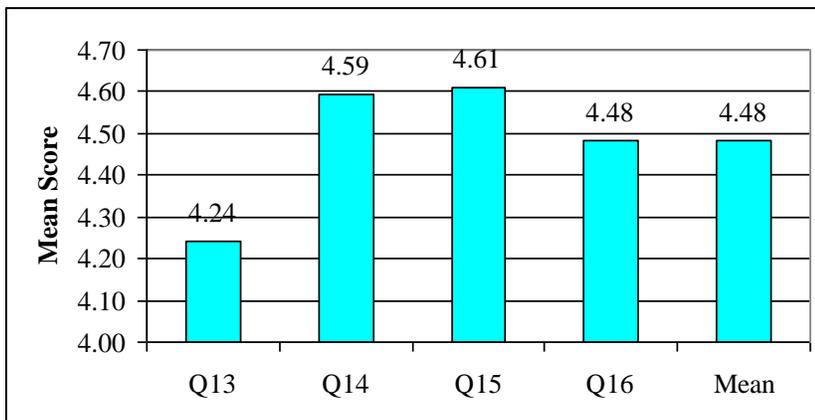


Figure 3-Cognitive facet analysis

Question 13 is markedly lower than the other factor scores for this component, even though they are all in the affirmative (in agreement with the statements). An understanding of the broader principles underlying attitudes across several disciplines needs to be considered.

The scoring model used in this research is divided into three parts: definitions and methods; the relations of attitudes with beliefs, behaviour, and affect; and one that integrates these relations into the broader areas of cognitive processes, communication and persuasion, social influence and applications.

The mean scores for the 3 facets is given below:

Facet	Mean Score
Affective	4.57
Behavioral	4.41
Cognitive	4.48

Gap Analysis

Table 8: Gap analysis

Dimension	Questions	Mean	Max Expected	Gap
A	It pleases me to know that my own work has made a contribution to the quality of the services that Telkom provides.	4.56	5	-0.44
A	A major source of satisfaction from my job comes from doing a quality piece of work.	4.50	5	-0.50
A	It is important to me that Telkom continues to place an emphasis on quality.	4.65	5	-0.35
B	I am continually taking action to improve the quality of my work.	4.46	5	-0.54
B	Even if my work was never checked, I would continue to treat quality as being important.	4.48	5	-0.52
B	I do not mind spending more time on a task in order to improve its quality, even if I get no credit for it.	4.26	5	-0.74
B	I am prepared to put in extra effort to meet quality goals.	4.56	5	-0.44
B	In my job, quality is the most important target to achieve.	4.28	5	-0.72
C	I feel that quality is the most important aspect of my job	4.24	5	-0.76
C	I take personal responsibility for the quality of my own work.	4.59	5	-0.41
C	Each individual has an important part to play in increasing the quality of service Telkom provides.	4.61	5	-0.39
C	I feel I share a responsibility for the quality of service Telkom provides.	4.48	5	-0.52

The graphical gap analysis for each facet is presented below:

Affective

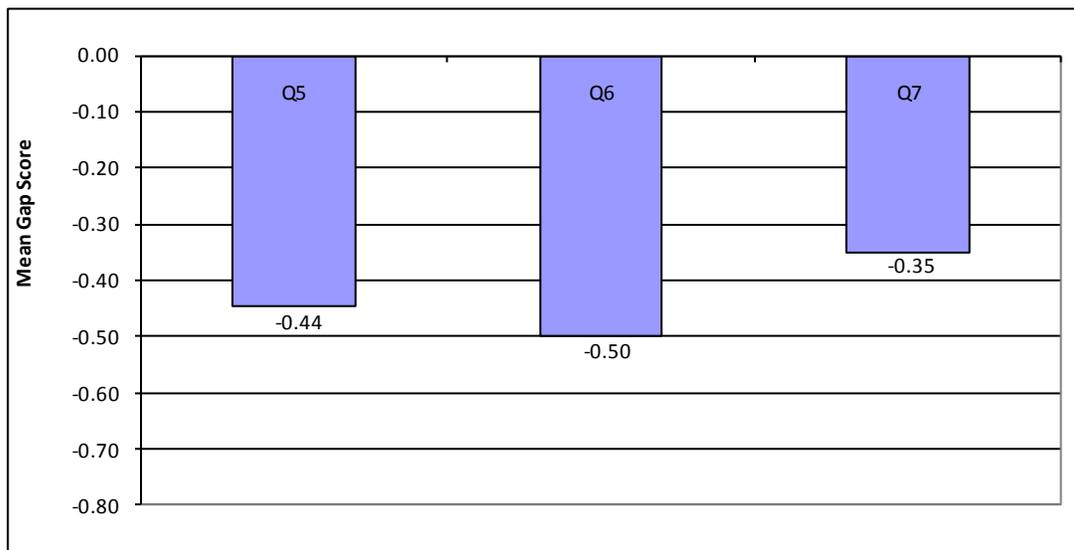


Figure 4-Affective gap analysis

Even though the gaps are not significant (as there is agreement with the factors), the graphs nonetheless indicate the factors that would require the greatest degree of attention. For the Affective Facet, question 6, ie. a major source of satisfaction from my job comes from doing a quality piece of work, indicates a largest perception gap.

Behavioural

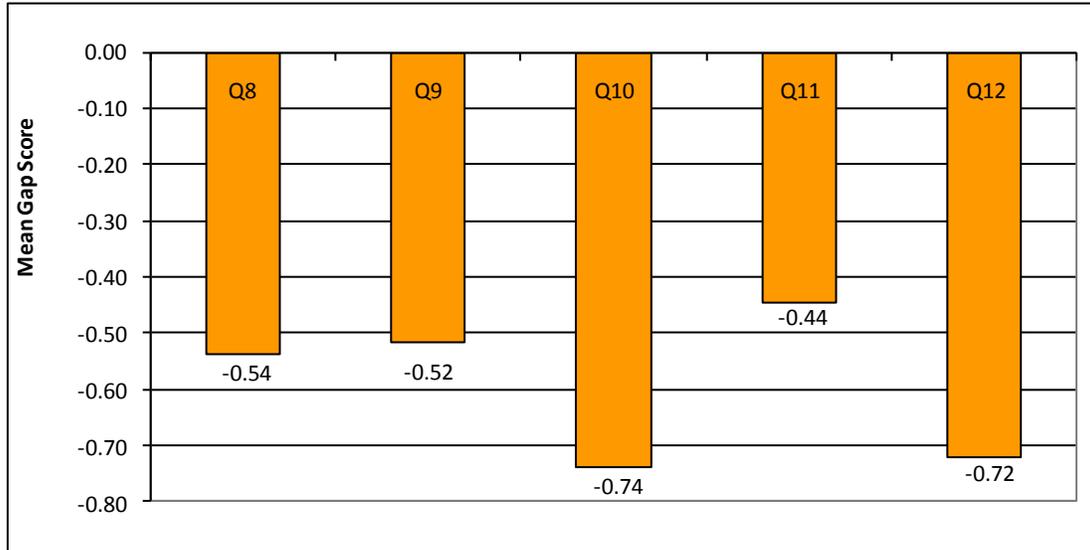


Figure 5: Behavioural gap analysis

Questions 10 and 12, I do not mind spending more time on a task in order to improve its quality, even if I get no credit for it, and In my job, quality is the most important target to achieve, clearly stand out as the factors requiring the most attention. These impact on the attitude to workers in terms of quality service delivery. It is evident that although workers recognise the need for the factors in the component, not all of them placed emphasis on the amount of time spent on a job, and the importance of quality to the job specification.

Cognitive

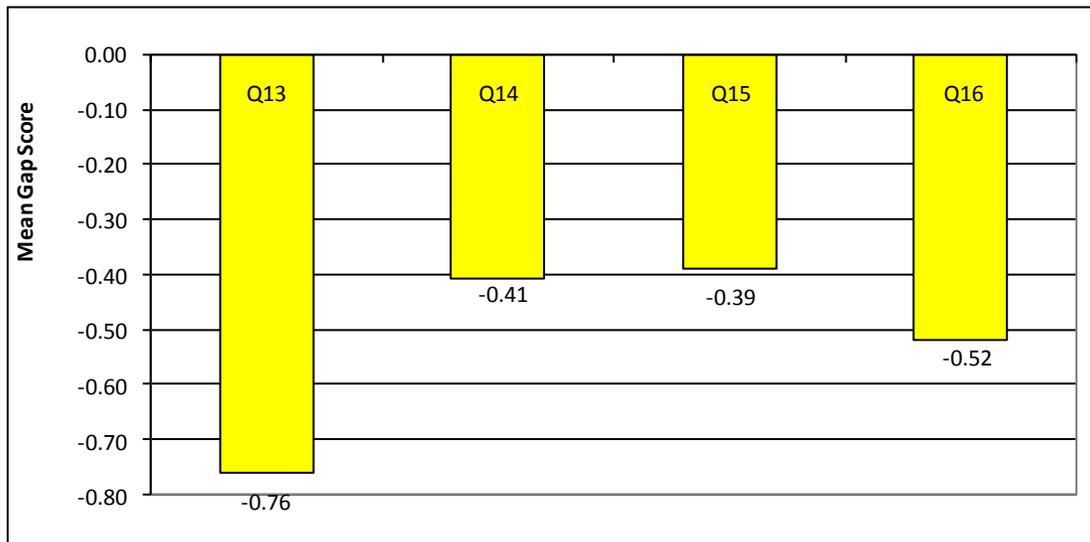


Figure 6: Cognitive gap analysis

Question 13 (I feel that quality is the most important aspect of my job) stands out as the factor that requires the most attention in this facet. It is indicative that even though the average score for this factor was in the positive, it also proved to be the one that would require the most attention.

4.8 Cross Tabulations

The table below is a summary of the cross tabulation for each question with each of the category headings:

Table 9: Cross Tabulations

	Pearson r-value			
	Gender	Years of Service	Grade	Ethnicity
It pleases me to know that my own work has made a contribution to the quality of the services that Telkom provides.	0.051	0.052	0.097	0.086
A major source of satisfaction from my job comes from doing a quality piece of work.	0.108	0.183	-0.171	0.309
It is important to me that Telkom continues to place an emphasis on quality.	0.048	0.166	0.052	-0.007
I am continually taking action to improve the quality of my work.	0.215	0.166	-0.105	0.066
Even if my work was never checked, I would continue to treat quality as being important.	0.155	0.053	-0.082	0.218
I do not mind spending more time on a task in order to improve its quality, even if I get no credit for it.	0.187	0.206	-0.280	0.277
I am prepared to put in extra effort to meet quality goals.	0.145	0.040	0.043	0.019
In my job, quality is the most important target to achieve.	0.021	-0.164	0.295	-0.071
I feel that quality is the most important aspect of my job	-0.007	-0.113	0.246	-0.061
I take personal responsibility for the quality of my own work.	0.022	0.119	0.110	-0.101
Each individual has an important part to play in increasing the quality of service Telkom provides.	0.087	0.095	0.126	0.157
I feel I share a responsibility for the quality of service Telkom provides.	0.051	0.125	0.096	0.191

A summary of the cross-tabulations indicates that most of the values are close to zero. This implies that there is little correlation between the statements and the factors. That is, the factors had little or no effect in terms of how the respondents scored. This is also verified in terms of the hypothesis tests below.

Hypothesis Testing

Table 10: Hypothesis testing

	p-values			
	Gender	Years of Service	Grade	Ethnicity
It pleases me to know that my own work has made a contribution to the quality of the services that Telkom provides.	0.71	0.60	0.87	0.47
A major source of satisfaction from my job comes from doing a quality piece of work.	0.44	0.43	0.26	0.13
It is important to me that Telkom continues to place an emphasis on quality.	0.73	0.57	0.69	0.92
I am continually taking action to improve the quality of my work.	0.12	0.51	0.58	0.76
Even if my work was never checked, I would continue to treat quality as being important.	0.26	0.74	0.73	0.20
I do not mind spending more time on a task in order to improve its quality, even if I get no credit for it.	0.18	0.54	0.06	0.10
I am prepared to put in extra effort to meet quality goals.	0.30	0.54	0.88	0.87
In my job, quality is the most important target to achieve.	0.88	0.11	0.18	0.52
I feel that quality is the most important aspect of my job	0.96	0.41	0.12	0.64
I take personal responsibility for the quality of my own work.	0.88	0.94	0.73	0.80
Each individual has an important part to play in increasing the quality of service Telkom provides.	0.53	0.80	0.46	0.60
I feel I share a responsibility for the quality of service Telkom provides.	0.71	0.80	0.79	0.47

Hypotheses tests: **P-VALUES AND STATISTICAL SIGNIFICANCE**

The traditional approach to reporting a result requires a statement of statistical significance. A **p-value** is generated from a **test statistic**. A significant result is indicated with " $p < 0.05$ ".

The null hypothesis tests that there is no difference in the mean values between the elements that make up a factor and a problem statement.

ANOVA testing was used to compare the mean values of the various elements that constituted each factor. For example, each statement was tested to determine whether there was a difference in the mean scores between males and females (gender). The resulting p-values indicate that irrespective of the statement, males and females scored along a similar manner as the p-values are all greater than 0.05. The implication is that gender was not an issue when answering the questions.

Similar arguments are made for the other categories: years of service, grade and ethnicity as all of the p-values against the statements are greater than 0.05. This implies that these categories did not influence the manner of the scoring for the survey. This further illustrates the high reliability scores obtained earlier.

This means that respondents were clearly focused on the questions based on quality relating to their job descriptions.

Conclusions and Recommendations

Facet importance is critical to the level of satisfaction associated with any particular job facet. Greater quality commitment is achieved under positively constructive conditions.

The items in most multiple-item scales have undergone a remarkable amount of research that has sought to rationalise and validate the items that constitute the scales. Moreover, many of the items on multiple-item scales probably do represent many of the aspects that individuals consider when evaluating their satisfaction with a particular facet. However, it seems decidedly improbable that all of the items in any particular multiple-item scale will characterise all areas of a particular facet for every employee.

There were 3 findings which were particularly interesting:

1. The overall quality commitment of the sample was exceptionally high which disproves our research hypothesis that "low levels of employee commitment are the primary reason for the poor quality in the Operations Department of Procurement Services".
2. One useful characteristic of the experiment was to encourage participant reflection on the delivery of quality service, as indicated by expressions reflecting positive quality traits, such as, emphasis, contribution, effort, etc.
3. Gap analysis revealed the detailed areas for improvement, which if attended to, would greatly affect quality delivery.
4. The biographical results showed no relationship to quality commitment as compared to past research where there was a relationship to male, female, and years of service.
5. Most participants also valued the extent to which the questionnaire encouraged self evaluation.

Individuals were made aware about specific areas for development and its impact on future practice.

The overall facet score is obtained by adding the individual facet scores. However, this is sometimes not useful, if only presented with a facet score, as the contributions of the individual facets are lost. Further, the specific contributions to the individual facets are also nullified.

However, the facet quality rating system does have the advantage of providing a reasonable rating if applied correctly. The studies for facet analysis have generally been done in first world countries and almost all references would indicate this.

A future study needs to sample a large South African grouping, and perform a comparative analysis to indicate South African trends as compared to, for example, American trends.

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Appendix 1 – Questionnaire

Gender

Male	Female

Years of Service

0-5	6-10	11-15	16-20	21-25	Over 25

Grade

M6	S6	OP1	OP2

Ethnicity

Black	White	Coloured	Indian

A 5. It pleases me to know that my own work has made a contribution to the quality of the services that Telkom provides.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

A 6. A major source of satisfaction from my job comes from doing a quality piece of work.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

A 7. It is important to me that Telkom continues to place an emphasis on quality.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

B 8. I am continually taking action to improve the quality of my work

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

B 9. Even if my work were never checked, I would continue to treat quality as being important.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

B it. 10. I do not mind spending more time on a task in order to improve its quality, even if I get no credit for it.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

B 11. I am prepared to put in extra effort to meet quality goals.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

B 12. In my job, quality is the most important target to achieve.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

C 13. I feel that quality is the most important aspect of my job.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

C 14. I take personal responsibility for the quality of my own work.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

C 15. Each individual has an important part to play in increasing the quality of service Telkom provides.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

C 16. I feel I share a responsibility for the quality of service Telkom provides.

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

Note: A = affective facet; B = behavioural facet; C = cognitive facet