

UNIVERSITY OF KWAZULU-NATAL

**THE IMPACT OF SOUTH AFRICAN POLICE PROMOTION POLICY ON
ORGANISATIONAL COMMITMENT OF FORENSIC ANALYSTS**

By

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DECLARATION

I Nhlahla Lawrence Zincume declare that

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- (ii) This dissertation has not been submitted for any degree or examination at any other university.
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Abstract

The tendency of members under the South African Police Services (SAPS) to obtain tertiary qualifications relevant to policing has declined due to SAPS promotion policy. Those who do further their educations enroll into fields that will assist them to obtain employment outside of SAPS. The Forensic Science Laboratory (FSL) under SAPS is solely responsible for the analysis of the police investigating officer's evidence it receives. It is thus critical that FSL analysts are motivated and have high levels of commitment. This study will attempt to determine if SAPS promotion policy has an impact on the level of commitment of forensic analysts, with the aim of suggesting and recommending a Human Resource Management (HRM) policy or practice that will maintain or improve the level of commitment of Forensic analysts. The quantitative research approach was employed, and questionnaires were distributed to forensic analysts in FSL in KwaZulu-Natal (KZN). The study was important in gaining insight into the impact of SAPS promotion policy on organisational commitment of forensic analysts, and to understand what form or type of organisational commitment that drives continuous participation of analysts in the organisation. A probability sample of sixty six (66) forensic analysts was drawn from FSL in KZN (Amanzimtoti) with a population size of eighty (80) analysts. FSL-KZN was chosen because of the convenience access to the study sample and since provincial FSL's are mostly affected by promotion policy procedure. Data was collected using questionnaires which were physical distributed by the researcher. The promotion policy was measured using promotion policy scale developed by the researcher together with biographical variables questionnaire such as age, gender, marital status, tenure, level of education and ranks level. Organisational commitment was measured using the Meyer and Allen (1991) Organisational Commitment Questionnaire. The study revealed that SAPS promotion policy has a significant impact on organisational commitment (affective and normative commitment) but no significant impact on continuance commitment. The study also showed no significant difference between some of biographical variables and organisational commitment (affective, normative and continuance commitment) and that continuance commitment was the most dominant form of commitment that drive analysts to continue to work for FSL. The study results could play an important role to managers who want to implement HRM practices and promotion policy that enhance the organisational commitment of employees with high expertise and skills such as FSL forensic analysts under SAPS.

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Glossary

AOC	Affective Organisational Commitment
COC	Continuance Organisational Commitment
DA	Democratic Alliance
FSL	Forensic Science Laboratory
HRM	Human Resource Management
KZN	KwaZulu-Natal
NGO	Non Governmental Organisations
NOC	Normative Organisational Commitment
PS	Promotion Policy Scale
SA	South Africa
SAPS	South African Police Services
SAPS-PP	South African Police Service Promotion Policy
SPSS	Statistical Package for the Social Science
TPP	Turkish Police Peace-keepers

CHAPTER ONE

INTRODUCTION

1.1. Introduction

There is large and growing evidence from literature that indicates a positive and significant relationship between effective human resource practices and organisational commitment. The emphasis on organisational commitment in organisations demonstrates the view that the strength and effective performance of the organisation is less dependent on tangible organisational resources, but more on human resources. Studies have indentified that policies and practices concerning the movement of employees and particularly upward movement once the employees are in the organisation have an impact on their commitment (Iqbal, 2010; Uygur and Kilic, 2005).

The Forensic Science Laboratories (FSL) under South African Police Service (SAPS) play a crucial role in the prosecution and conviction of criminals through the examination of physical evidence that is turned into scientific evidence which is used in courts to prosecute suspects. Currently the FSL under SAPS is the only institution that South African courts of law rely on when it comes to analysis of scientific evidence such as DNA analysis, firearms and tool marks examination, documents analysis, and drugs analysis. Therefore, it is very important for FSL to have Human Resources Management (HRM) policies and practices that enhance commitment of its employees for optimal functioning of the organisation. Uygur and Kilic (2005) argued that for the organisation to achieve effective commitment from its employees, the whole gamut of its HRM policies and practices should be aligned with its human resources in order for it to be able to achieve excellence.

This study will solicit information from forensic analysts regarding the impact of South African Promotion policy on their organisational commitment (affective, continuance and normative

commitment) in order to determine what type of commitment drives continuous participation in the organisation (FSL).

1.2. Problem statement

Myers (2008) argued that in SAPS members used to be encouraged to study for promotion. The organisation used to be a learning organisation and the culture of obtaining tertiary qualifications in order to increase chances of getting promoted is not relevant anymore. Members are of the view that obtaining tertiary qualifications relevant to SAPS only burdens their financial resources since possessing a qualification is no longer a prerequisite to get promoted in SAPS. The police officers that do further their education, study for qualifications that are not in line with the goals of SAPS but only those that will assist them to obtain alternative employment.

Omar (2008) argued that as FSL falls under SAPS, it also relies on HRM policies utilised by SAPS which are not in line with the human resource policy of FSL. Omar (2008) further noted that forensic analysts' commitment to the organisation's goals can only be maintained by the introduction of an effective promotion policy and career development must be prioritised especially because the work of an analysts is specialised. The Democratic Alliance (DA) (2010) supported this view by arguing that FSL under SAPS must be able to determine its own policies and goals in line with the broader crime fighting and detecting strategies that best fit their human resources and must be responsible for its own staffing and promotion policy to increase commitment levels of forensic analysts.

The literature shows that the greater the incongruence between the individual and organisational goals, the more likely it is that conflict arises and harmony can only be achieved when both the goals of the individuals and organisation are aligned. Literature also regards promotion policy as one of the contributing factors of organisational commitment but not much research has been done on the impact of SAPS promotion policy on organisational commitment in a unit with specialised skills such as FSL. The problem to be investigated is to determine the impact of SAPS promotion policy on the organisational commitment of forensic analysts. Furthermore, this study aims to examine the relationship between biographical variables such as age, gender,

qualification, tenure (length of service), occupational (job) level and level of organisational commitment of forensic analysts and to determine the form or type of organisational commitment that drives the continuous participation of analysts in the organisation.

1.3. Motivation of the study

Forensic analysts are hired and placed according to the police rank of which Warrant officer is the current entry level rank regardless of the level of qualifications. This means that a recruited individual with a Master's Degree and working experience and an individual with a National Diploma without work experience will be allocated to the same entry level rank. The DA (2010) is of the view that since SAPS promotion criteria does not recognise a tertiary qualification as a requirement for promotion and due to the long and tedious bureaucratic processes that a SAPS promotion policy is subjected to, most forensic analysts lose interest and withdraw from the process or choose career goals that are not in line with the organisation's strategies. This study was motivated by the growing literature indicating the importance of organisational commitment, especially in organisations which serve as a monopoly institution such as FSL. Political organisations and the justice system in South Africa (SA) believe FSL serves as one of the most severe bottlenecks in the entire criminal justice system and the blame is on the lack of commitment on forensic analysts due to dysfunctional SAPS HRM systems.

The justice system will benefit from the study since cases depending on forensic evidence will not be delayed, due to back-locks, if the FSL analysts are committed and the laboratory is functioning optimally. SAPS investigating officers are other stakeholders that will benefit if there is commitment from FSL since they will be able to finalise their investigations when the turn-around time of examination of their forensic evidence is reduced. The fight against crime is also important to the SA society since crime affects their financial and emotional wellbeing and there are those who are severely affected by violent crimes such as rapes, murder and those related to drugs. The SA government will also benefit since a crime free country boosts the image of the country from a foreign investor perspective. Finally, effective promotion that is relevant to the expertise of human resources of FSL will attract and retain well qualified and experienced analysts. The commitment of the forensic analysts to the organisation can also be

maintained or improved to an effective commitment that is associated with high performance and improved quality of work.

1.4. Focus of the study

The study is limited to operational forensic analysts in the following units in FSL: Ballistics, Biology, Chemistry and Question documents. The FSL under SAPS consists of four laboratories situated in four provinces. There is Pretoria (head office), Port Elizabeth, Cape Town and KwaZulu- Natal (KZN). The focus of this study was only in FSL- KZN and it was only conducted in FSL-KZN in Amanzimtoti. The rationale for choosing FSL-KZN was not only based on time constraints but also for the following reasons:

- 1 The researcher is employed at the organisation where the study is going to be conducted so the researcher was familiar with the critical issues that are faced by the organisation, and the researcher also has easy access to respondents;
- 2 FSL-KZN has a biggest clientele which include KZN and most areas of the Eastern Cape that are close to KZN and these are one of the SA biggest provinces with the highest statistics of violent crimes;
- 3 KZN has two trade ports which are Richards Bay and Durban harbour, and game reserves which make them vulnerable to organised crimes such as drugs and rhino horns trafficking which are identified as state priority

FSL has a centralised management structure and important decisions such as those related to promotion policy and the allocation of available promotions posts are decided in the FSL- Pretoria head office. Since the FSL division depends on SAPS HRM promotion policy, they also rely on how many posts FSL gets as a division. FSL divisions that are in regional levels are being affected by this centralisation of promotion policy decisions because they have little or no input in the decision on how many posts they receive. This results in forensic analysts in these regional FSL such as FSL-KZN being affected mostly with this centralisation of promotion policy when it comes to upward movement or promotional growth.

Should this study support other study findings indicating a positive relationship between promotion policy and organisational commitment, it will mean that if SAPS promotion policy is ineffective for FSL, it will negatively impact the commitment of the analysts. This can lead to low levels of commitment from forensic analysts, which is associated with poor quality of work, withdrawal and high absenteeism. The priority cases such as those of business crimes, trafficking, serious and violent crimes will be delayed or withdrawn in courts due to poor quality results of forensic evidence which in most cases serves as key evidence and that will have a negative impact on the economy of KZN and SA since KZN is one of the provinces that serves as the gatekeeper of the SA economy.

1.5. Research objectives

The main aim of this study is to determine the impact of SAPS promotion policy on the organisational commitment of forensic analysts. The literature has shown a significant and positive relationship between promotion policy and organisational commitment on police members but it has failed to produce any viable data on this topic on specialised units with scarce skills and expertise such as FSL under SAPS. Therefore, this study will attempt to assist in filling this gap by providing additional information that might be of interest for future research. The main objectives of this study are:

- 1 To determine the impact SAPS promotion policy has on the organisational commitment of forensic analysts;
- 2 To determine if there is a relationship between the biographical variables such as age, gender, marital status, qualification, tenure (length of service), rank (job) level and level of organisational commitment of forensic analysts; and
- 3 To recommend an appropriate promotion policy or HRM practice that will maintain or improve the organisational commitment of forensic analysts.

1.6. Research questions

In order to achieve these specific research objectives, this study will address the following research questions which are closely linked to the research objectives:

- 1 What is the impact of SAPS promotion policy on the organisational commitment of forensic analysts?
- 2 What is the relationship, if any, between biographical variables such as age, gender, marital status, qualification, tenure (length of service), rank (job) level and level of organisational commitment of forensic analysts?
- 3 What form or type of organisational commitment (between affective, continuance and normative commitment) that drives the continuous participation of analysts in the organisation?

1.7. Research methodology

The quantitative research approach will be employed and a questionnaire will be used as the data collection instrument which will be physically distributed to operational forensic analysts in FSL-KZN and personally administered to increase the response rate. The forensic analysts are going to be subgroups based on their age, gender, marital status, qualification, tenure (length of service) and rank (job) level. For the purpose of this study, a self-designed promotional policy scale questionnaire and the internationally known questionnaire measuring organisational commitment is going to be used to measure all three components of organisational commitment (affective commitment, continuance commitment, and normative commitment). Meyer and Allen's (1991) organisational commitment scale is designed to solicit responses that allow for the determination of commitment from each participant using a five-point Likert-type scale with strongly disagree (1), neutral (3), and strongly agree (5) as anchor points.

The organisational commitment scale is composed of three subscales, representing the affective, continuance and normative dimensions of commitment and is based upon the three-component model of organisational commitment (Meyer and Allen, 1991). Affective commitment is described as psychological attachment to the organisation. Continuance commitment refers to the perceived costs associated with leaving an organisation, and normative commitment is the perceived obligation to remain with the organisation (Meyer and Allen, 1991). A pilot study on a sample of ten forensic analysts is going to be conducted in order to determine the reliability and validity of both promotion policy scale and organisational commitment scale. The rest of the research methodology employed in this study will be discussed in detail in Chapter 3.

1.8. Structure of the Study

Chapter One:

This chapter presented an overview of the study and processes that will be followed in conducting the study. It also outlines the problem statement, motivation of the study, the research questions and the objectives and briefly outlines the beneficiaries of the study.

Chapter Two:

This chapter entails a literature review which gives a theoretical background on the targeted objectives of the study. The literature review will explain the relationship, if any, between the promotion policies or HRM practices and organisational commitment. It will touch on definitions, dimensions and the consequence of dimensions of organisational commitment.

Chapter Three:

This chapter provides the research method utilised in this study. It outlines the sampling techniques, research instrument that was used to collect the data from the subjects and various statistical tests conducted are also mentioned.

Chapter Four:

This chapter is a presentation of statistical results which are presented in the form of descriptive and inferential statistics. The descriptive or frequency statistics are presented as bar graphs, tables and narrative text.

Chapter Five:

This chapter provides a discussion and interpretation of the research results of the study. The findings of the study are also compared and contrasted with results of previous research.

Chapter Six:

This chapter links the objectives of the study with the findings and outlines whether the research questions have been answered and provides a short list of evidence that show how the research questions has been answered. It also discusses how the identified beneficiaries will benefit from

the findings of the study. It provides recommendations on how to address the research problem and outlines the limitations identified in the study and offers solutions on how to overcome these limitations. The chapter also gives a conclusion that states whether or not the study answered or solved the research questions.

1.9. Summary

Chapter One of this study discussed the introduction and overview of the study including the problem statement and the scope and significance of the study. The study established the number of stakeholders who will benefit from the study, especially the organisation which is the main service provider to other stakeholders. The structure of the study was also outlined. Chapter Two reviews the literature that is relevant to the objectives and questions that need to be answered by the study and provides a context and conceptual frame of reference.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The current institutional structure of FSL under SAPS gives each FSL a monopoly in the analysis of the police investigating officer's evidence it receives. In turn this results in forensic analysts having an effective monopoly on the analysis of the evidence presented to them and are therefore in a position to infer from the evidence what they please. This also makes forensic analysis in FSL highly dependent on the personal qualities, commitment and attitudes of each individual forensic analyst. This chapter will provide a literature review of previous work in the field of organisational commitment studies. Key concepts and important areas of research and relevant studies, in relation to the topic are reviewed and highlighted.

2.2. Organisational commitment

Organisational commitment is one area that has received a great deal of attention from different authors and organisational behaviorist researchers, for example, Meyer and Allen (1991), and Mowday, Porter and Steers (1979). In organisations it is considered an important central construct in understanding employees' behaviour. If managers understand the commitment, they will be in a better position to implement strategic HRM practices that are in line with the goals of the organisation together with their employees. They will also be able to understand the impact of a particular policy or HRM practice on the organisation (Meyer, Irving and Allen, 1998; Bergman, 2006).

2.2.1. Definitions and types of organisational commitment

Research to study the outcomes of organisational commitment in the workplace has been conducted as early as in the 1960's by academic scholars such as Becker who came up with side-

bet theory. According to Becker's theory the relationship between the employer and employee is based on the contract of economic exchange behaviour (Weibo, Kaur and Jun, 2010). Becker was of the view that employees are committed to their organisation because they have some hidden investments (side-bets) which they accumulated by staying in a particular organisation. The side-bet theory refers to the investments that is accumulated and valued by the employee on the contract, in such a way that should someone terminate the contract, then the investment of the side-bet will be claimed. Becker's theory identified a close relationship between organisational commitment and individual turnover behaviour. It argued that certain costs accrue over time by employee while working for particular organisation, makes it difficult for that employee to discontinue his or her membership in the that organisation.

In 1961, Etzioni suggested a commitment model which focused on employee compliance with organisational commitment (Lowe, 2000). This commitment relationship model was based on the argument that any perceived authority or power an organisation has on individuals is linked to the level of organisational commitment of the employee in that organisation. This means that the lower the level of commitment of the employee to the organisation, the less authority or power an organisation has over that employee. Etzioni (1961) suggested that the greater the employees' commitment to the objectives or goals of the organisation, the more authority or power that organisation will have over such employees.

Kanter (1968) took a different view from previous research and proposed different types of commitment and argued that such commitment derived from the behavioural requirements imposed on employees by the organisation. This model suggested three forms of commitment:

1. Continuance commitment which represents the employee's emotional attachment and dedication to the survival of the organisation. A practical example is the extension of SAPS basic training from six months to twenty-four months. The training tends to make the employees feel physically and emotionally attached to the organisation due to personal sacrifices made to remain in the organisation.

2. Cohesion commitment represents an attachment to social relationships in an organisation brought on by engaging in organisational ceremonies that enhance group cohesion. Military or police culture are positively associated with cohesion commitment (Bergman, 2006)
3. Control commitment which Kanter (1968) identified refers to an employee's attachment to the organisation's culture, morals and norms which shape the employee's behaviour to the desired direction. For example, Lowe (2000) suggested that there are three types of commitment in the military: organisation, career and moral. Therefore, it is very important in the military that organisational commitment aligns with the organisation's goals, purposes and norms.

Kanter (1968) identified these commitment approaches as highly related and was of the view that organisations can utilise all three components simultaneously to induce high levels of organisational commitment from employees.

O'Reilly and Chatman (1986 cited in Suleyman and Bahri, 2012) also divide organisational commitment into three components and define organisational commitment as the psychological bond which the individual feels for the organisation:

1. Coherence in organisational commitment: commitment consists of winning certain rewards, and does not refer to shared values.
2. Being identical in organisational commitment: commitment occurs by building up satisfactory relationships with others and maintaining the level of this satisfactory relationship.
3. Internalisation in organisational commitment: commitment endures with coherence between the individual and organisational values.

In 1977, Steers suggested that there are causes and consequences to organisational commitment (Lowe, 2000). Steers (1977 cited in Lowe, 2000) conducted a study on the development of commitment in the organisation and found potential causes of organisational commitment such as biographical variables such as age, gender, marital status, level of education and position. In

the study antecedents of organisational commitment such as role conflict and work overload, job characteristics such as skill variety and level of job challenge, and group or leader relations such as group cohesiveness and leader communication were also identified. The last identified antecedents of organisational commitment were organisational characteristics such as size and centralisation of the organisation. Steers (1977) also reviewed the results of organisational commitment and how this commitment impacts vocational behaviours of an employee such as the desire to remain with the organisation.

Rollinson, Broadfield and Edward's (1999) definition also supported this notion of the connection between organisational commitment and employees' behaviour. They defined organisational commitment as an attitude that is demonstrated by an employee towards the organisation as a whole and it reflects the employee's acceptance of its goals and values, willingness to go the extra mile on its behalf and an intention to remain loyal to the organisation. According to this definition, organisational commitment is regarded as a global attitude to the organisation as a whole, unlike job satisfaction which refers to specific aspects of a job. The most explicit definition was provided by Mowday *et al.* (1979) and Hart and Willower (2001), who defined it as a three-part construct embracing a:

1. Willingness to accept the goals and values of the organisation;
2. Willingness to go the extra mile for an organisation; and
3. Willingness to remain and be loyal to the organisation.

Rollinson *et al.* (1999) noted that this three-part construct corresponds very closely to three components of an individual's attitude which are the cognitive component (normative acceptance of organisational goals and values), affective component (attachment to the organisation) and behavioural component (exertion of effort on the organisation's part and intention to stay). What was further identified by Rollinson *et al.* (1999) is that commitment is not an attitude that people bring into the organisation, but one they acquire from their experience of the exchange between organisation and employee. The ideas brought forward by Meyer and Allen (1991) tends to give the definition of organisational commitment a practical meaning. They maintain that organisational commitment is made up of three dimensions:

1. The affective dimension refers to the identification with, and involvement in the organisation which is associated with the employee's emotional attachment to the organisation. Bargrain (2003) argued that employees' affective commitment develop if the organisation meets their expectations and fulfill their needs. This supports the argument mentioned previously by Rollinson *et al.* (1999), that commitment is not an attitude that people bring into the organisation, but one they acquire from their experience of the exchange between organisation and employee.
2. The continuance dimension refers to an employee's commitment which is based on the costs associated with leaving the organisation. Meyer and Allen (1991) maintain that continuance commitment develops when an employee accumulates certain kinds of investment or anything of value in a particular organisation (e.g. a specialised skill, time, effort and money) that would be lost or deemed if he or she were to leave the organisation. These employees are of the view that time they devoted to develop particular organisational specific skills or status forms part of their investments for that organisation since an alternative organisation might not recognise it.
3. The normative dimension refers to the employee's internal belief or moral obligation to stick with a particular organisation. Bagraim (2003) is of the view that employees who experience normative commitment are loyal to their organisation and feel that it is their responsibility to do so.

However, even though Bragg (2002) recognised these components that were put forward by Allen and Meyer (1991), he went further by identifying four types of employee commitment:

1. Bragg (2002) identified the first type as "want to" commitment. These are devoted workers who are loyal to the employer. They are prepared to go out of their way or go the extra mile for the employer and take extra responsibility. These employees come to work with a positive attitude and state of mind and they value organisational interests and goals more than their own.

2. The second type is “have to” commitment. Bragg (2002) considered these employees as workers who are trapped workers. They remain with the organisation for their own reasons such as scarcity of employment alternatives for them elsewhere. According to Bragg (2002), these employees have negative attitudes towards their organisation such as absenteeism, bad attitudes towards their colleagues, poor quality in their work performances and they disobey organisational rules and regulations of their organisations and instructions from management and supervisors.
3. The “ought to” commitment refers to employees feeling of moral obligation to remain with their organisation.
4. The last type of commitment identified is the “disconnected or uncommitted group” of employees. These employees look for new employment elsewhere for every opportunity they get and they see no reason to stay with their current organisation. Bragg (2002) stated that organisations consist of 20-30% of employees who are in this situation and that this percentage will only increase with the years. These employees’ loyalty is not to their organisation.

Maitland (2002 cited in Singh, 2008) further suggested two components of employee commitment: the first component is the “necessary condition” for commitment and the second component is the “sufficient condition”. The necessary condition is retention, where for whatever reason employees will be loyal to their current employer rather than looking for employment opportunities elsewhere. The sufficient condition is where employees are not only loyal to their current employer but also speak and think highly enough of it to recommend others to join. Maitland (2002) in his study, he conducted a (global) cluster analysis, a statistical technique, which resulted in groups of employees who share similar views on particular dimensions. The global cluster of these two components revealed that there are four broad groupings of employees:

1. The first group is the Engaged group: This group fulfills both commitment conditions. These employees are loyal and intend to stay with their organisation and are confident with its future stability and success and even recommend others to join. Maitland (2002) stated that engaged employees comprised 54% of the global workforce.
2. The second group is the Cohabiting group: These employees fulfill only the second part of the sufficient commitment condition. This group thinks highly of their organisation to recommend others to join but they have no intention of staying with the organisation. Cohabiting employees comprised 14% of the global workforce.
3. The third group is the Separated group: These employees think poorly of their organisation, but they do not have an intention to leave. Maitland (2002) and Bragg (2002) hold a similar view on these employees; they considered these employees as trapped workers. They are bound by different circumstances such as costs associated with leaving the organisation, or possess special skills related only to that particular organisation which results in a lack of alternative employment. They are only physically tied to their organisation, but are mentally and emotionally separated. The separated group comprised 16% of the global workforce.
4. The fourth group is the Divorced group: These employees do not fulfill any of the commitment conditions. They would not recommend others to join their organisation and are also seeking alternative employment. They dislike their organisation and intend to leave and move on with their careers elsewhere.

Somers (2009) emphasised that organisational commitment does not simply develop itself solely from these types of organisational commitment, but by the combination of all the different “suggested” types of organisational commitments. He conducted a study with a sample of 288 hospital nurses and compared their commitment profile with work withdrawal (such as absenteeism and lateness), turnover intentions, job search behaviour, and job stress. In this study, five empirically-derived commitment profiles emerged: highly committed, affective-normative dominant, continuance-normative dominant, continuance dominant and uncommitted. The study results indicated that the most positive work outcomes were associated with affective-normative dominant which was associated with lower levels of turnover intention and lower levels of

psychological stress. Somers (2009) study was directed towards understanding the combined influence of commitment on variables outcomes, especially those that were associated with employee retention.

2.2.2. Antecedents of organisational commitment

Biographical variables such as age, length of service, gender, marital status, qualifications and level of education and job level have been associated with organisational commitment. Popoola (2006) found that these biographical variables affect the organisational commitment of staff members in Nigerian state universities. However, Weidmer (2006 cited in Iqbal, 2010) found that these biographical variables were not only significant predictors of organisational commitment but that HRM practices such as promotion policy can also act as significant predictors of organisational commitment. The following areas will touch on different researcher's views on these determinants of organisational commitment.

2.2.2.1. Age and organisational commitment

The relationship between age and organisational commitment has been predominantly positive or associated with affective commitment for a variety of reasons. Muthuveloo and Rose (2005), Smeenk, Eisinga, Teelken and Doorewaard (2006) and Mathieu and Zajac (1990) suggested that the older employees become attached to their organisation because of decreasing alternative employment options that are available to them. Supporting literature suggested the following for the correlation between commitment and age:

1. The older the individual becomes, the more they become committed to their organisations (a maturity explanation).
2. The older individuals recognise that the more they stick with their organisation, the more they gain compared to the younger employees (experience explanation) (Moday *et al.*, 1979; Meyer and Allen, 1991; Xu and Bassham, 2010).

In addition to these hypotheses, Kacmar, Carlson and Brymer (1999) argued that the reason older employees become more committed to their organisation is because of a greater history they develop in their organisation.

2.2.2.2. Tenure and organisational commitment

Researchers have indicated a positive link between tenure and employee's increase in levels of commitment towards the organisation. Affective commitment was found to be stronger among long-service employees (Newstrom, 2007). Bull (2005) and Salami (2008); Muthuveloo and Rose (2005) and Iqbal (2010) indicated a positive link between employee's tenure and three dimensions of organisational commitment (affective, normative and continuance commitment). One of the reasons identified for the positive relation between tenure and organisational commitment is one that was also identified with age, that the older the employee becomes, the less likely the chances for alternative employment options and the increase in accumulation of personal investments in the organisation. Iqbal (2010) further supported the link between tenure and affective commitment and was of the view that longer service was associated with maturity. According to Mowday *et al.* (1979) these reasons are most likely to enhance an individual's psychological attachment to the organisation. Sekaran (1992 cited in Bull, 2005) is of the view that sometimes tenure is associated with position status in the organisation and this could improve levels of commitment and loyalty to the organisation.

Siew, Chitpakdee and Chontawan's (2011) study also found a significant and positive relationship between years of experience and three dimensions of organisational commitment (affective, normative and continuance) in a study of factors predicting organisational commitment among nurses in a state hospital in Malaysia. They are of the view that the positive relationship between years of experience and organisational commitment might be due to the fact that a longer period of working was associated with benefits such as a high salary, high increment, more annual leave, good pension plan, bonus and other benefits. In addition, nurses with longer years of experience mostly occupy higher positions and more responsibility, which provides more opportunities for involvement in decision-making and better integration into the workplace. Those nurses climbed the career ladder which creates a sense of achievement among

them. Therefore, they tend to exhibit affective commitment to their organisation than those with shorter years of experience.

However, other researchers did not find a correlation between tenure and organisational commitment. Singh (2008) found no significant and positive relationship between length of service and organisational commitment. This is further supported by the findings by Dex and Scheil (2001), who found that there was no significant and positive relation between tenure and organisational commitment.

2.2.2.3. Gender and organisational commitment

Previous studies found a significant relationship between gender and organisational commitment. Mathieu and Zajac's (1990) study found women to be more committed than men. Opayemi (2004) study showed a direct and positive relationship between gender and organisational commitment of workers in public sector organisations, and that women showed more affective commitment to their organisations than men. The explanation for this study was that it was hard for women to climb the corporate ladder in the organisation therefore female respondents in this study valued their organisation's gender equity policies.

Bull's (2005) study indicated that male and female teachers from disadvantaged schools in the Western Cape showed different perceptions towards organisational commitment. Gurses and Demiray (2009) also studied organisational commitment amongst television employees and found a positive and significant relationship between gender and organisational commitment. These researchers suggested that an explanation for this could be that women are reluctant to consider new job opportunities due to family responsibilities like children and marriage commitments, so stability tends to be more important to them. The other explanation put forward for greater commitment by women compared to their male counterparts is a difference in apparent alternate employment opportunities (continuance commitment). However, in the present studies, it has not been the case, since women no longer lack alternatives as they are qualified professionals. For example, most Non-Governmental Organisations (NGO) in Pakistan

try to ensure equal employment opportunities for both men and women in their employment which is something that is required by employment equity act (Butt, 2009).

On the contrary, other researchers found no significant and positive relationship between gender and organisational commitment. Wei, Zhejiang and Xin (2007) and Joiner and Bakalis (2006) found gender not to be significant associated with organisational commitment. In another study Salami (2008) also found no significantly relationship between gender and organisational commitment, both in the private and public sector organisations in Nigeria.

2.2.2.4. Marital status and organisational commitment

Akintayo's (2010) study among industrial workers in Nigeria showed a significant relationship between marital status and organisational commitment. The study revealed that a significant difference exists between organisational commitment of single and married respondents. The research indicated that a possible reason for this might be that married respondents, unlike respondents who were still single, were more committed to maternal family responsibilities rather than organisational goal achievements.

Suleyman and Bahri (2012) found a statistically significant difference between bachelor teaching staff and married teaching staff when comparing the marital status variable of the teaching staff from both state and private universities and the variable of attitude shown towards representation of organisational commitment. It was noted that the married academics from the state universities have a slightly negative attitude towards organisational commitment, as compared to single academics. The married academics from the private universities illustrated a similar but slightly different and somewhat more positive attitude towards the representation of organisational commitment. The explanation for this was correlated with the future anxiety and concerns of married academics from private universities.

Joiner and Bakalis (2006) on a study of the antecedents of organisational commitment among Australian casual academics and Asli (2011) who conducted a study on involvement of employees in Turkey found that male and female respondents showed similar perceptions

towards organisational commitment. The result was inconsistent with previous findings, where married employees wanted more stability because of family responsibilities and were staying with the organisation for financial reasons (Mathieu and Zajac, 1990). Joiner and Bakalis (2006) suggested that the possible reason in this context was that the pay received by these casual academics was not substantial, since employees were only allowed to work a maximum of six hours. They also found that a certain percentage of all respondents who were married had partners who were currently employed, so their spouse's income reduced the reliance on income from the current job, thereby reducing continuance commitment.

2.2.2.5. Level of educational and organisational commitment

There was a link in many studies between the organisational commitment dimension and state of education. The explanation for this significant and positive relationship between level of education and organisational commitment was that, due to the possible fact that employees, who possess higher qualifications, occupied managerial positions and were more involved in influencing decisions in the organisation. Most studies have shown that being involved in decision making is significantly and positively related to higher levels of affective commitment (Laschinger, Finegan, and Shamian, 2001; Laschinger, Finegan and Casier, 2000; Salami, 2008). In nursing homes, occupying higher status positions provided more opportunities for nurses to be involved in decision making and this induced high levels of affective commitment on highly educated nurses compared to less educated nurses (Sikorska-Simmons 2005; Siew *et al.*, 2011; Zahra, Hadi and Hossein, 2012).

On the contrary, studies that revealed that a high level of education was not significantly correlated with a high level of affective commitment suggested that highly educated employees are most likely to have expectations that the organisation may be unable to meet their expectations or it may be difficult for the organisation to provide sufficient rewards or benefits to equalise the exchange (Uygur and Kilic, 2009; Asli, 2011). The findings indicated that employees who were higher qualified showed lower levels of affective commitment as compared to employees who were less qualified. Employees with higher education levels reported lower

organisational commitment, since they perceived themselves as marketable and had more employment alternatives.

2.2.2.6. Job level and organisational commitment

Ferreira and Coetzee (2010) and Rollinson *et al.* (1999) are of the view that organisational commitment develops while the individual is employed by the organisation. They believe that individuals' affective commitment develop when one becomes involved in decision making of the organisation and when the organisation recognises his or her value-relevance. According to Ferreira and Coetzee's (2010) study, there was a significant and positive relation between job level and organisational commitment. Their results suggested that the participants in managerial positions appeared to have a significantly higher level of normative commitment than the participants employed at the staff level. The results were in line with the explanation of Meyer *et al.* (1998), that having the opportunity to contribute and influence the organisation goals tends to increase individuals' sense of obligation and commitment to continue working for their organisation (normative commitment).

Ferreira and Coetzee's (2010) findings revealed that the feeling of responsibility by participants in managerial positions created a sense of accountability and a need to remain in their position and loyal to their organisation. They were also seen to have a significantly stronger sense of career purpose and preference for comfortable, steady and secure employment in their organisation that allowed them to develop their career expertise. They were seen as participants who had probably acquired various skills and experience during their careers in that particular organisation and therefore possibly preferred positions which they were familiar with where they could use their expertise. Butt's (2009) study also posits the correlation between job position and organisational commitment. Participants holding management positions in NGOs in Pakistan showed higher levels of organisational commitment than other employees, particularly normative commitment. Research by Abdelrahman (2007) further indicated NGO managers felt stronger organisational commitment. Abdelrahman (2007) suggested that NGO managers demonstrated high levels of affective commitment because their line of work involves helping disadvantaged

communities. Being a manager was further associated with higher income and status in the organisation.

2.2.2.7. Promotion policy and organisational commitment

Grobler, Wörnich, Carrell, Elbert and Hatfield (2006) defined promotion as the reassignment of an employee to a high-level job. Researchers have identified that policies and practices concerning promotion can also affect organisational commitment. According to Grobler *et al.* (2006), the lack of possible promotion and advancement opportunities within an organisation is associated with dissatisfaction and decrease in the level of organisational commitment. Schwarzwald, Koslowsky and Shalit's (1992) study found that employees who had been promoted demonstrated higher levels of affective commitment and these employees perceived that the organisation was committed to them since it had a preference of recruiting from within. Grobler *et al.* (2006) supported this study by stating that one of the advantages of promoting within the organisation is the increase in affective and normative commitment for employees who perceive such a policy as a part of the organisational commitment to them. Mohamad's (2009) study also revealed that employees' perception of HRM practices, particularly those relating to career progression within the organisation, have a significant, positive, and direct effect on organisational commitment. Mohamad (2009) perceived that these favorable HRM practices were likely to be judged by hotel employees as reflective of the high level of concern that the organisation appears to have for their employees. Meyer *et al.* (1998) further supported this notion of development of internal promotion policies; they argued that promoting from within an organisation facilitates high levels of organisational commitment (affective, continuance and normative) amongst employees.

Chughtai and Zafar (2006) also argued that policies and practices concerning the promotion of employees, once they are in the organisation also affect their organisational commitment. Ali, Syed, Hassan and Mohammad's (2011) study found that there was positive and significant relationship between employees' promotion policy and organisational commitment. Ali *et al.* (2011) suggested that in order for an organisation's managers to increase employees' affective commitment, they need to pave the ground for commitment enhancement through careful and

fair promotion policy of members to higher positions. This view is in agreement with the findings of Van Dyk and Coetzee (2012). Van Dyk and Coetzee's (2012) study findings suggested that if managers attend HRM practices that increases the employees overall satisfaction such intra-organisational promotion policies it will increase employees emotionally and psychological attachment to the organisation (affective commitment) and they will want to remain loyal to their respective organisation (normative commitment).

2.2.3. Organisational commitment in police studies

As most researchers and literature has indicated, organisational commitment is a very broad concept which cannot be generalised as its nature and forms vary, so one cannot expect similar outcomes from profession to profession. Bergman (2006) stated that militant organisations, such as the police, with organisational cultures that have strong norms for obligation, internalisation and identification are supposed to have high levels of organisational commitment. This was further supported by Robins, Judge, Odendaal and Roodt (2010) who stated that a strong organisational culture can provide certain benefits to the organisation since it serves as a control mechanism to the individual's behaviour. Gasic and Pagon's (2004) study on the Slovenian Police Force is one of the studies that supports this notion. The study found that most of the respondents were "generally" willing to expand an additional effort for the organisation (affective commitment) and that they were proud to be identified as part of the organisation (normative commitment). The study discovered that most of the respondents showed normative commitment because of the nature and culture of the organisation but the findings were not the same when they looked to a correlation analysis between demographic factors (such as age, gender, tenure, marital status and education) and organisational commitment.

2.2.3.1. Age and organisational commitment in police studies

Age was statistically significant and positively associated with organisational commitment (Gasic and Pagon, 2004). On average, older police officers indicated more affective commitment to the organisation compared to their younger counterparts. The negative commitment from younger members was associated with a bureaucratic culture of command

control and exposure to poor management in police organisations which was supported by other studies (Myers, 2008; Dick, 2011). Dick (2011) noted the significant culture of socialisation within the police organisation whereby younger members are exposed to older and more experienced officers who have long-lasting destructive views about the organisation which affects their attitudes towards the job.

Paul's (2004) study which involved investigating levels of organisational commitment at Stanger SAPS, found different findings on the relationship between age and organisational commitment. The respondents of different age groups in the study indicated a significant difference in the levels of normative commitment with affective and continuance commitment showing no significant difference. The respondents in the age group between 41 and 50 expressed moderate levels of normative commitment and felt that moving from one job to another is unethical. They perceived that loyalty is important and expressed a sense of obligation to the organisation.

The age group that showed lower levels of normative commitment was middle-aged respondents between the ages of 31 and 40. These respondents believed that they were experienced and marketable and still had a chance to find employment elsewhere where they could show loyalty and have an obligation to remain with that particular organisation. On the contrary, Paul's (2004) study indicated that respondents in different age groups expressed similar levels of continuance and affective commitment. The explanation for similar levels of continuance was based on the costs associated with leaving the organisation. There were no clear reasons and explanations for affective commitment expressed by different respondents in different age groups.

2.2.3.2 Tenure and organisational commitment in the police studies

Gasic and Pagon (2004) and Dick (2011) found a significant relationship between time served and organisational commitment. Dick's (2011) study found that constables with many years of service demonstrated high levels of affective and normative commitment compared with constables with fewer working years. The best explanation given for this increase was that, those members with low levels of affective and normative commitment take early retirement and leave long service members who have high levels of affective, continuance and normative

commitment. Dick and Metcalfe's (2007) study on the progress of female police officers, supported the view that organisational commitment was positively associated with tenure. The increase in organisational commitment with tenure in this study was related with holding a high position status in the organisation. Rillinson *et al.*, (1999) and Ferreira and Coetzee's (2010) studies also found that male and female respondents valued regular feedback on performance and being involved in decision making in the organisation.

Bragg (2003), on a study on Queensland police officers, found that organisational tenure was inversely associated with organisational commitment. The results showed an increase in organisational commitment in the first two years of a police officer's tenure and then decline in the following career stages. The reason for negative impact on tenure on this study was not completely clear but possible reasons were associated with culture and the unique police socialisation process. Dick (2011) also identified that the police culture has the biggest influence on the development of police officers' attitudes during their career stages in the organisation.

2.2.3.3. Gender and organisational commitment in police studies

Research on organisational commitment in the police discovered that female police officers are perceived as less committed by their male colleagues (Dick and Metcalfe, 2007; Newham, Masuku and Dlamini, 2006). In these studies, it has been highlighted that as a result of this perception, female police officers are mostly sidelined for leadership positions in criminal investigations but only allocated supportive police tasks. The possible explanation for these gender deployments is that there is an expectation that female officers demonstrate lower levels of affective and normative commitment to the police profession compared to male officers. The other explanation for these deployments is based on a stereotypic view by male officers that policing is and should be a male profession (Newham *et al.*, 2006).

Dick and Metcalfe's (2007) study on the progress of female officers was contrary to this perception. The results confirmed that there was no association of significance between gender and organisational commitment. Dick and Metcalfe's (2007) study found that male and female officers demonstrated similar levels of organisational commitment (affective, continuance and

normative) and with these findings they argued that sidelining of female officers in leadership positions must not be associated with lack of commitment from female officers. Paul's (2004) study also found no significant difference between males and females level of organisational commitment. The policemen and policewomen in this study expressed similar perceptions towards emotional attachment (affective) and obligation to remain with the organisation (normative) and costs associated with leaving the organisation (continuance). The findings of the study showed that there was no significant difference between gender and organisational commitment of respondents at SAPS-Stanger.

2.2.3.4. Marital status and organisational commitment in police studies

According to Paul's (2004) study results on marital status indicated no significant difference in the level of organisational commitment (affective, normative and continuance). The results showed disagreement with previous research findings of a positive relationship between marital status and organisational commitment (Meyer *et al.* 1990; Joiner and Bakalis, 2006). Paul's (2004) results indicated that the reason for married people to stay with the organisation was that married respondents had a desire to stay and be attached to the organisation and remain within the community in which they had established their roots. The other suggested explanation was that of a tendency of married individuals to be more family oriented in viewing their organisation as a kind of a family provider and only source of income. The single respondents' explanation for organisational commitment was associated with costs of leaving the organisation which was the reason why they expressed similar continuance commitment as their married counterparts.

Gasic and Pagon's (2004) findings on marital status was positively associated with high levels of organisational commitment. The high level of organisational commitment indicated by married respondents in this study was associated with the degree of organisational and supervisor support experienced by these police officers. These married respondents viewed this organisational and supervisor support as one of the important elements because it reduced work-life conflict which is one of their priorities and this results in increased levels of affective commitment. On the other hand, single counterparts were worried about rigid or bureaucratic structure of police organisation which decreases their level of affective commitment towards the organisation. The

other suggested explanation was that single respondents did not see important reasons for not leaving their current organisation since they could readily change without affecting other people who depend on them and therefore felt less emotionally attached as compared to their married counterparts.

2.2.3.5. Level of education and organisational commitment in police studies

Currie and Dollery's (2005) study found a positive association between qualifications and continuance commitment. The results indicated that employees with tertiary qualifications demonstrated a lower level of continuance commitment. The explanation for the results was in line with other studies (Iqbal, 2010; Mathieu and Zajac, 1990; Paul, 2004). Iqbal (2010), Mathieu and Zajac (1990) and Paul (2004) suggested that qualified employees recognised that the availability of comparable employment alternatives were not as limited to them as compared to their counterparts who did not have qualifications. The other possible explanation that was highlighted in another study is that highly educated employees develop higher expectations from the organisation that the police organisation may not be able to meet (Currie and Dollery, 2005).

Celik's (2010) study on the relationship between (approximately 1200) Turkish Police Peacekeepers' (TPP) post-deployment reintegration attitudes to work and organisational commitment also found a significant association between levels of education and organisational commitment. The study found that better educated TPP's showed high levels of affective and normative commitment to the police organisation than their less educated counterparts. The study results supported the idea that officers in TPP who have high levels of education should be sent to international missions, since their commitment to the organisation was not weakened by being deployed in those missions.

2.2.3.6. Job level /Rank and organisational commitment in police studies

Certain studies found a positive association between job tenure and organisational commitment (Ferreira and Coetzee, 2010; Dick 2011). Jenks, Carter and Jenks (2007) found a significantly positive relationship between job tenure in police organisations and organisational commitment

(affective, normative and continuance). They argued that a higher rank in the police organisation is highly correlated with job tenure and so they are of the view that one must put in time (in the police organisation) before being promoted to a higher rank. Dick and Metcalfe's (2007) study on the progress of female officers in police organisations found rank positively and directly associated with organisational commitment. The suggested explanation for this correlation in this study was similar to other studies explanations that having an opportunity to participate in decision making, making inputs in the goals of the organisation and receiving regular feedback was valued by respondents (Ferreira and Coetzee, 2010; Meyer *et al.*, 1998; Zahra *et al.*, 2012; Salami, 2008).

Junior Ranks male and female officers on the hand showed lower levels of organisational commitment. The study identified a link between this lower level of commitment and police organisational culture and managerial style. Both male and female junior ranks showed dissatisfaction with how they were limited in expressing their views in decision making and they disliked the poor management style they were experiencing in police organisations (Dick and Metcalfe, 2007). Currie and Dollery's (2005) study on the NSW Police Service in Australia indicated a positive association between rank and the level of organisational commitment (affective commitment). Student constables showed a significant and strong affective commitment towards the organisation as compared to constables, and constables were also more committed when compared to senior constables. The identified commitment from student constables was from their perception and belief that they received a greater amount of general support whilst still training at the NSW Police Academy than their sworn constable's counterparts.

2.2.3.7. Promotion policy in police studies

As fair and effective promotional policy have shown to be significant related to the organisational commitment on other professions, research in police studies and military organisations also indicated a positive relationship between promotion policies and practices and organisational commitment (Dick, 2011). Dick's (2011) study on managerial factors and organisational commitment in the police suggested that the lower levels of affective commitment

shown by constables in the study was related to inappropriate selection and promotion procedures. Toch (2000), Myers (2008) and Newham *et al.* (2006) studies discovered that most police officers often believed that political connections and networks play an important role in promotion decisions in police organisations. Police officers also believed that chances for promotion and mobility within the police organisation are limited and high-performance and commitment of employees is not recognised through promotion (Newham *et al.*, 2006).

Jaramillo, Nixon and Sams (2005) research hypotheses on promotion opportunities and organisational commitment was tested on 150 police officers on six United States (US) law enforcement agencies. The results indicated that promotion opportunities were the best predictor of organisational commitment of US law enforcement officers. In the study of Newham *et al.* (2006) it also emerged from SAPS respondents that promotion policy was positively related to organisational commitment. The recommendations that came up on the study were that the current SAPS promotions policy and its practices must be reviewed in order to identify loop holes that may exist in a SAPS promotion policy so that the right people can be promoted to the right posts. The other recommendation was the improvement of communication of the SAPS promotion policy in order to ensure that members can be well informed of the procedure and the criteria used to promote people to various ranks.

Gouws and Du Toit (2007 cited from Omar, 2008) identified a relationship between SAPS promotion policy and a lack of affective and normative commitment in FSL forensic analysts. They indicated that a total of 49 years of forensic analysts experience has been lost since 2000, as a result of SAPS promotion policy. Omar's (2008) study corroborated other studies that showed a positive and significant relationship between promotion policy and organisational commitment. Omar (2008) argued that the fact that FSL policies, such as those related to salaries and promotions, are formulated at the SAPS HRM divisions, and were the greatest predictor of lower levels of organisational commitment of forensic analysts. He further argued that the unique skills and expertise of forensic analysts that FSL depends on requires that an effective promotion policy that is relevant to forensic analysts under SAPS must be considered. Omar (2008) shared similar views with studies by Meyer *at al.* (1998) and Mohamad (2009) that designing promotion policy that is relevant to your human resources increases the organisational

commitment (affective, continuance and normative) of employees because they will perceive that the organisation is committed to them.

2.3. Summary

Chapter Two provided a literature review, definitions and types of organisational commitment from different researchers. Antecedents of organisational commitment from different professions were presented. The findings for antecedents of organisational commitment and a synthesis of employee commitment were presented. Attention was also given to police studies and organisational commitment. The antecedents of organisational commitment on police officers and its significance on organisational commitment of police officers were looked at. The review also focused on SAPS promotion policy and its impact on SAPS officers and forensic analysts under SAPS. The following chapter will present the research methodology utilised in the current study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Sekaran and Bougie (2010) define research as an organised, systematic process in which scientific methods are used to investigate a specific problem with the aim of finding solutions and expanding knowledge in a particular field. Welman and Kruger (2002) stated that the research methodology is a plan in which the researcher gathers research participants with the aim of collecting information from them.

This chapter outlines the objectives and the research methodology employed and presents a brief discussion on the construction of the questionnaire. The selection of the sample size, quantitative analysis and reason for data collection procedure and for choosing the statistical techniques and data analysis are discussed.

3.2 Aim of the study

The main aim of study is to examine the impact that SAPS promotion policy has on organisational commitment of forensic analysts. The objectives of the study are as follows:

3.2.1. Objectives of the study

1. To determine the impact of SAPS promotion policy on organisational commitment of forensic analysts,
2. Whether there is a relationship between biographical variables such as age, gender, marital status, qualification, tenure (length of service), occupational (job) level and level of organisational commitment of forensic analysts in FSL-KZN, and
3. To recommend an appropriate promotion policy or HRM practice that will maintain or improve the level of organisational commitment of forensic analysts under SAPS.

3.3 Participants and Location of the study

The population targeted for this study was operational forensics analysts in the following units: Ballistics, Biology, Chemistry and Question documents. The FSL under SAPS consists of four laboratories situated in four provinces. There is Pretoria (head office), Port Elizabeth, Cape Town and KZNatal in Durban. The focus of this study was only in FSL- KZN and it was conducted on FSL-KZN in Amanzimtoti and permission to conduct the research within the organisation was obtained from the FSL-KZN Head.

3.4 Research approach

De Vos, Strydom, Fouche and Delpont (2011) identified the qualitative and quantitative approach as two well-known and recognised approaches to research. Each research approach has its own purposes, methods of conducting the inquiry, strategy for collecting and analysing data, and for judging quality. In this study the quantitative research approach was used because of the following characteristics of the quantitative approach identified (Leedy and Ormrod, 2005; Kumar, 2005):

1. It was used to solicit information about measured study variables and to establish and confirm the relationship between them. The intent was to confirm relationships and develop recommendations;
2. Quantitative research in this study allowed the researcher to isolate the variables that were of interest and use a standardised procedure to collect numeric data and use statistical techniques to analyse data where conclusions can be drawn; and
3. To confirm or disconfirm the hypotheses.

The quantitative approach is classified as a structured approach because everything that forms the research process, objectives, design, sample and measuring instrument is predetermined (De Vos *et al.*, 2011).

3.5 Sampling

In this study, probability sampling was used so that any element has a chance of being included while in non-probability sampling some elements have no chance (that is, a probability of zero) of being included (Welman and Kruger, 2002). A simple random sampling was used (probability sampling type) in this study to ensure that each analyst had the same chance of being included in the sample. Everyone in the population of eighty (80) operational forensic analysts from the entry level rank of warrant officer to the rank colonel were encouraged to participate but only sixty-six (66) analysts were available. The other analysts were not available during the survey time-frame due to training commitments which were conducted at FSL-Pretoria. Thus sixty-six (66) questionnaires were distributed to available analysts, of which sixty (60) were returned yielding a ninety one (91%) response rate. This response rate could be attributed to the following factors:

1. The participants were informed well in advance before the research was conducted with regards to the purpose of the study;
2. The support received from unit commanders; and
3. The researcher is employed by the organisation where the research was conducted and hence the participants were familiar with the researcher thus making cooperation easier.

Babbie (2010) stated that a response rate that is fifty percent (50%) is adequate or acceptable; sixty percent (60%) is considered as a good response rate and seventy percent (70%) is considered a very good response rate.

3.6 Response limitations

De Vos *et al.* (2011) mentioned time and money as two issues or challenges that are of prime concern in the feasibility of any project, of which in this study, time was one element that affected the sample size (participation rate) and response rate. To ensure an acceptable level of response rate the data collection period was open for a maximum of twelve days from the 3rd of

September 2012 to 14th of September 2012. This period allowed the analysts who were undergoing short period courses and workshop to participate in the study.

3.7 Data collection instrument

The survey questionnaire was adopted as a data collection instrument for this study and these questionnaires were personally administered by the researcher. Babbie (2010) defined a questionnaire as a document containing questions or other items designed to solicit appropriate information. De Vos *et al.* (2011) argued that the main aim and basic objective of the research questionnaire is to find some facts and opinions from people who are informed about specific the research problem.

The following advantages of personally administered questionnaires which was the reason for choosing this collection method, were experienced by the researcher, as identified by Sekaran and Bougie (2010).

1. The survey was done in an organisation and the respondents were conveniently accessible in the same building,
2. The clarifications sought by the respondents were provided on the spot, and
3. The response rate was high because questionnaires were physical collected from the respondents just after they were completed.

The disadvantage of this survey method though is that too much input by the researcher during the distribution of questionnaire and introduction of the topic may lead to manipulation or biasness of responses. In this study the researcher limited the contribution during the distribution and completion of the questionnaire to the absolute minimum to avoid biasness of the response.

3.7.1 The questionnaire

The questionnaire (Appendix 1) for this study was divided in three sections:

- Section one included questions inquiring into biographical variables of the participants such as age, job experience, gender, marital status, qualifications and rank/job level.

- Section two consisted of seven self developed questions or statements which were ranked on a scale of one to five and these statements were constructed on the basis of objectives of the study and literature reviewed. The aim of this section was to examine and establish the perceptions on the promotion policy amongst the respondents.
- Section three consisted of sixteen questions or statements adapted from the Meyer and Allen (1991) organisational commitment scale. The purpose of this section was to address the three areas of organisational commitment, namely, affective, continuance and normative commitment with the aim of establishing the form or type of organisational commitment that drives the continuous participation of analysts in the organisation.

The perception on promotion policy from respondents and all three components of organisational commitment (affective, continuance and normative commitment) were measured using a five point Likert scale. According to De Vos *et al.* (2011) and Welman and Kruger (2002) the Likert scale is used in research in which people express attitudes in terms of ordinal level categories that are ranked along a continuum. In this study the five point Likert scale was used to measure responses ranging from: 1 (strongly disagree), 2 (disagree), 3 (neither disagree nor agree), 4 (agree), 5 (strongly agree). The five point Likert scale is used when the researcher wants to include a neutral category (e.g. neutral, undecided, no opinion) in addition to the directional categories (e.g. agree or disagree). A five point Likert scale instead of a four point Likert scale (without the neutral option) was used in this study to accommodate analysts who are still new and undergoing training and might still be unfamiliar with the promotion policy.

3.7.2 Pre-testing of the questionnaire

De Vos *et al.* (2011) is of the view that apart from gaining an overview of the literature, conducting a discussion with a representative group of experts and exploring the actual research area, it is also important for a researcher to test the measuring instrument that is to be utilised during the study. This implies that the researcher should expose the instrument that is going to be

used for data collection to the respondents in order to modify the measuring instrument. This is field testing of the instrument prior to using the final instrument in the actual study.

For the purpose of improving the questionnaire used in this study, sections of the questionnaire were pre-tested with ten selected analysts who were encouraged to provide as much feedback as possible. The main objective for testing of the measuring instrument was to assist the researcher in discarding confusion, annoyance and poorly worded or confusing questions. Babbie (2010) stated that whatever these various aspects of a pilot study contribute to an improved main inquiry, there is no substitute for the feedback from the respondents themselves. In this study some items of Meyer and Allen (1991) organisational commitment scale were omitted since analyst said it felt like it was a repetition of statements in different wording which will cause confusion. The questionnaire was then finalised based on the selected analysts' feedback and modified, which was the questionnaire which was distributed for data collection.

3.7.3 Reliability of the questionnaire

Reliability testing of the measuring instrument, tests the consistency and stability of the measuring instrument (Sekaran and Bougie, 2010). Cronbach's alpha was used to measure internal consistency of questionnaire because this study questionnaire consists of multi item scales. Cronbach's alpha has most utility for multi item scales. Cronbach's alpha is also a reliability coefficient that indicates positively correlation of the questionnaire items to one another. The internal consistency reliability is considered to be higher when the Cronbach's alpha value is closer to 1.

According to Sekaran and Bougie (2010) reliabilities closer to 1.00 are considered to be good, for example, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range acceptable, and those over 0.80 to be good. Reliability analysis in this study indicated that Cronbach's alpha for the promotion policy scale was 0.806, affective commitment scale was 0.845, continuance commitment scale was 0.616 and 0.370 for normative commitment (Table 25, Chapter 4). In the current study, the reliability test was conducted after all negatively worded statements in the questionnaire were reversed. The internal consistency reliabilities of the

measures used in this study were considered to be good for both promotion policy and the affective commitment scale, acceptable for continuance commitment but poor for normative commitment. The reason for a poor reliability measure for normative commitment scale might be due to the modification of the Meyer and Allen (1991) organisational commitment scale after the feedback from the analysts. The modification of the original of Meyer and Allen (1991) organisational commitment questionnaire was done to avoid confusion that was identified by analysts during pre-testing of the questionnaire and to improve the quality of response or results from respondents.

3.7.4 Validity of the questionnaire

Validity is evidence that an instrument or technique used to measure a concept does indeed measure the intended (Sekaran and Bougie, 2010). Validity tests are used to test goodness of measures and can be established through the following four ways:

1. Face validity: indicates if the items reflect the intended concept;
2. Concurrent validity: refers to the degree to which a selected measurement instrument predicts relevant criterion;
3. Predictive validity: refers to the degree to which a selected measurement instrument predicts relevant criterion with reference to a future criterion; and
4. Construct validity: is established when the instrument taps the concept as theorised.

The questions asked in the questionnaire of the current study ensured that the items tap the concept and that the instrument measured what it was intended to measure. Thus, the research instrument incorporated the content and face validity.

3.8 Ethical considerations

Welman and Kruger (2002) indicated that ethical considerations in research play a crucial role at three stages of a research process, namely:

1. When a subjects of the project are recruited;

2. During the introduction of the topic and procedure to which study subjects are subjected to;
and
3. During the release of the study findings from the data obtained.

In this study, ethical clearance (Appendix 2) was obtained from the University of KwaZulu-Natal and the participants were informed prior to distribution and conducting of the research about the topic and aim of the research and informed consent (Appendix 2) was guaranteed. The participants were informed of their right to not participate and their right to maintain anonymous. They were informed of the confidentiality of the data collected by the researcher and requested not to assist or disclose responses to other respondents.

3.9 Analysis of Data

Data obtained through the questionnaire was edited and coded as per the variables and captured for analysis in a Statistical Package for the Social Science (SPSS) version 19. SPSS is the most widely used statistical software for quantitative data (Sekaran and Bougie, 2010). The data was presented in the form of descriptive and inferential statistics and both were analysed with SPSS 19.

3.9.1 Descriptive statistics

Descriptive statistics was utilised to presents a wide range of variables from the data obtained from the sample. It consisted of frequencies and measures of central tendency. The mean and standard deviation was primarily used to describe the data obtained from the organisational commitment scales with the aim of determining the type of commitment (between affective, continuance and normative) that drives analysts to continue working for FSL. Descriptive frequency statistics was also used for the purpose of summarising the large amount of data collected (Babbie, 2010). In this study, data was presented in the form of bar graphs, tables and narrative context to allow for a summarised visual presentation and understanding.

3.9.2 Inferential statistics

Inferential statistics was used to establish relationships among variables of study interest with the aim of drawing conclusions and to provide recommendations (De Vos *et al.*, 2011). It incorporates different types of tests of significance such as correlation, regression and analysis of variance (ANOVA).

Regression analysis was carried out to determine the significant relationship between the independent variable (promotion policy) and dependent variables (affective commitment, continuance commitment and normative commitment) and to determine the extent to which independent variable affect dependent variables. ANOVA was used to test the mean differences among dependent variables under study (affective commitment, continuance commitment and normative commitment) against the biographical data (age, gender, marital status, qualifications, rank and job experience/tenure). The results of ANOVA indicated that a significant relationship exists between the variables of the study.

3.10 Summary

This chapter dealt with the research methodology employed to conduct the study and highlighted the aim and primary objectives of the study, location of the study and description of the sample. The data collection instrument used was described, as well as how it was developed and administered. The methods used to pre-test the questionnaire and methods of ensuring validity and reliability were presented. SPSS 19 statistical software was used to analyse the data and reasons for choosing SPSS were also discussed. Quantitative methods of analysis, namely descriptive and inferential statistics were used for analysis. The following chapter will present the results of the study.

CHAPTER FOUR

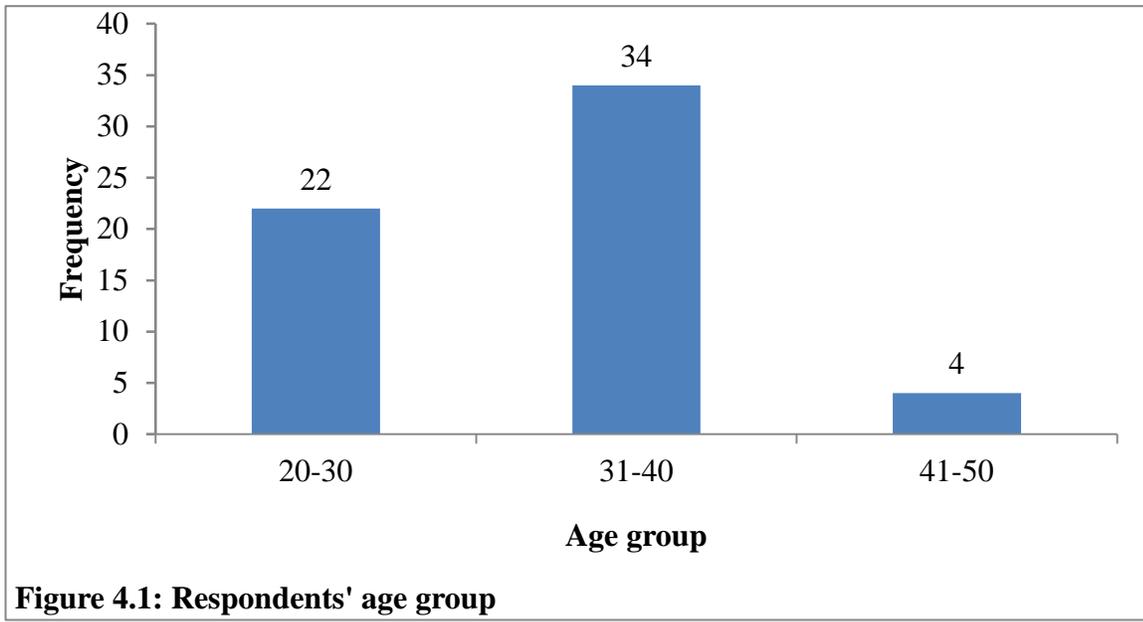
RESULTS

4.1 Introduction

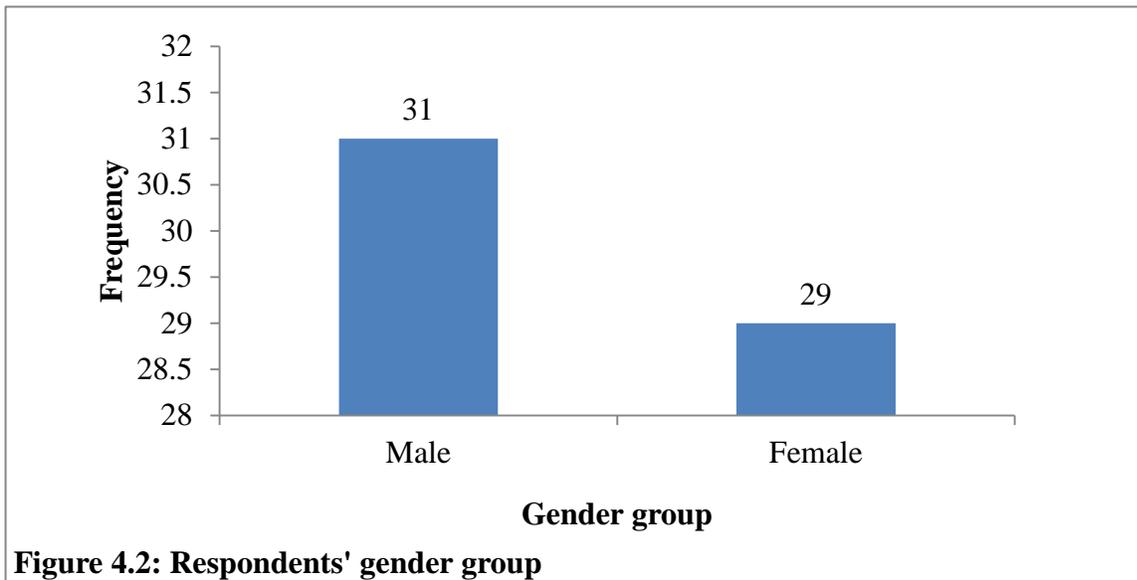
The current chapter outlines the results obtained from collected data in the study which has been captured and coded using the SPSS 19 statistical programme. Descriptive and inferential statistics analysis of biographical variables, promotion policy, affective, continuance and normative commitment are presented as frequency analysis figures and tables in this chapter and coding of response information (questionnaire) in Appendix 1. The negative statements from the respondents' results in the SAPS promotion policy, affective, continuance and normative commitment sections in the questionnaire were reverse scored in order to maintain consistency in the meaning of responses e.g. positive or negative items in a questionnaire must score similar or equal values. Sekaran and Bougie (2010) define data transformation as the process of changing the original numerical representation of a quantitative value to another value and this data are typically changed to avoid problems in the next stage of the data analysis process. In this case, a 5 (strongly agree) of a negative statement was transformed to a 1 but represented as lowest approval of SAPS promotion policy on a promotion policy scale and lowest level of affective, continuance and normative commitment on the organisational commitment scale and vice versa.

4.2 Descriptive Statistics

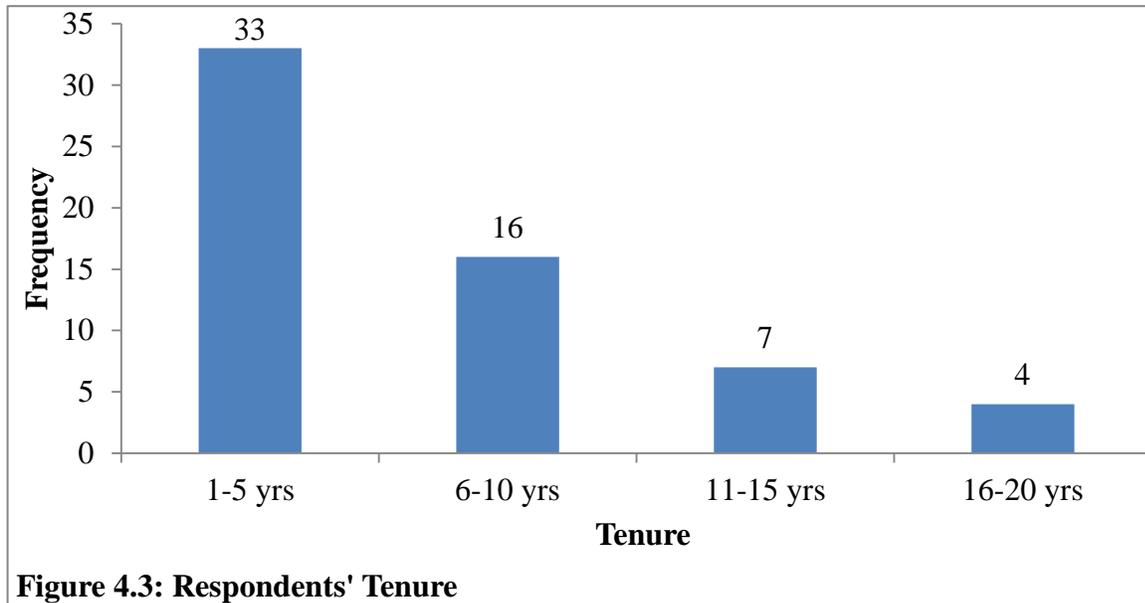
Descriptive statistics incorporates statistics such as frequencies, the mean and standard deviation, and presents data in a summarised but informative way (Keller, 2009). This section is an overview of descriptive statistics in the form of frequencies and is presented by bar graphs.



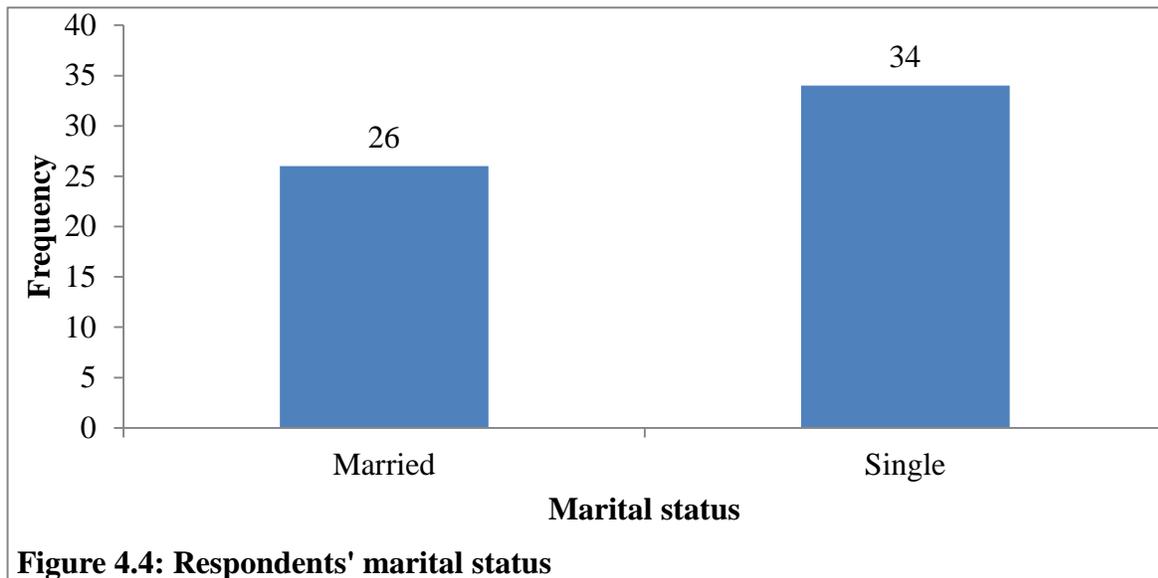
The age graph indicates that the vast majority of respondents were in their 20's and 30's, which indicates they were in the early to middle stages of their careers. There are 36.7% between the age group of 20-30 years, 56.7% are between 31-40 years, and 6.7% between age group of 41-50 years.



The gender graph above shows that the gender breakdown of respondents was roughly equal with 51.7% of male and 48.3% of female respondents.



The tenure graph above shows that tenure of respondents varies but is more heavily concentrated toward shorter tenures. The majority is 55.0 % in the group between 1-5 years, followed by 26.7% in the group between 6-10 years, and 11.7% in group 11-15 years. The minority group is 6.7% in 16-20 years.



The marital status of respondents is roughly equally split between married and single people, with a slightly higher rate of single people with 56.7% compared to 48.3% of married people.

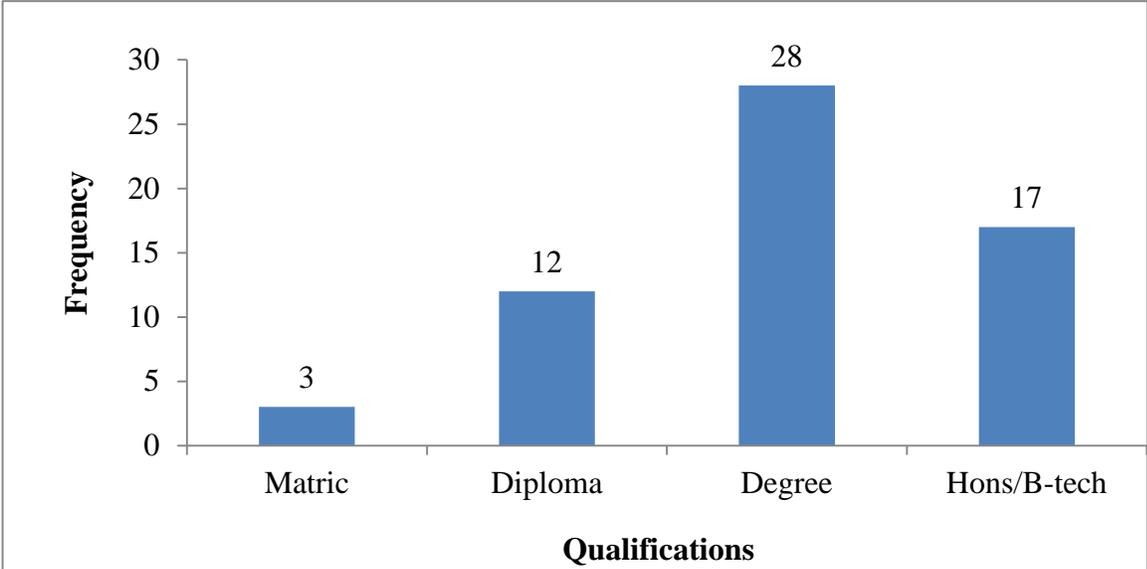


Figure 4.5: Respondents' qualifications

The qualifications of respondents varied but majority of 46.7% hold Degrees, followed by 28.3% with Honors/B-tech and 20% with Diplomas. The minority is 5% of respondents with Grade 12.

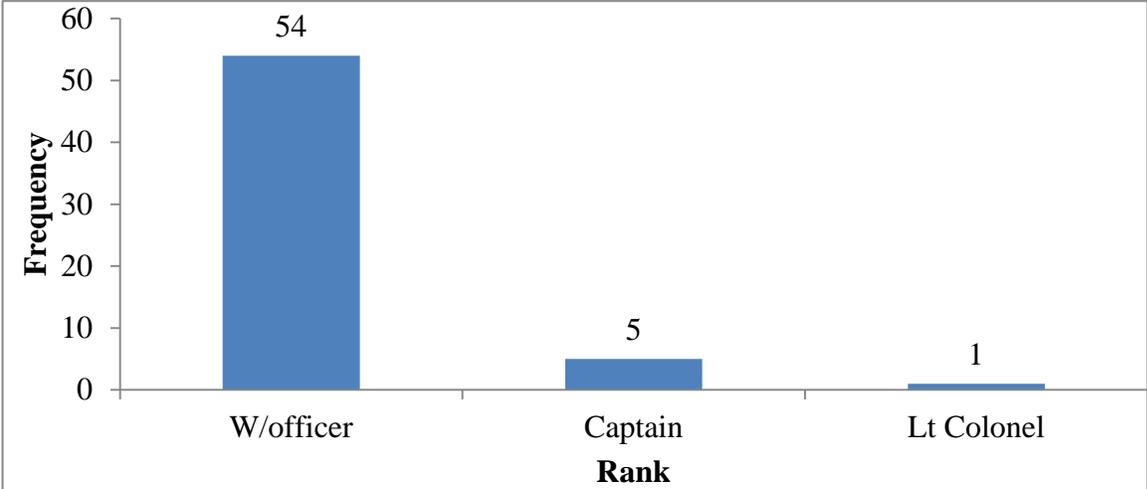


Figure 4.6: Respondents' Ranks

Ninety percent (90%) of respondents were Warrant Officers so there was not much variation in rank. Those in ranks of Captain follow by 8.3% and lieutenant colonel rank by 1.7%.

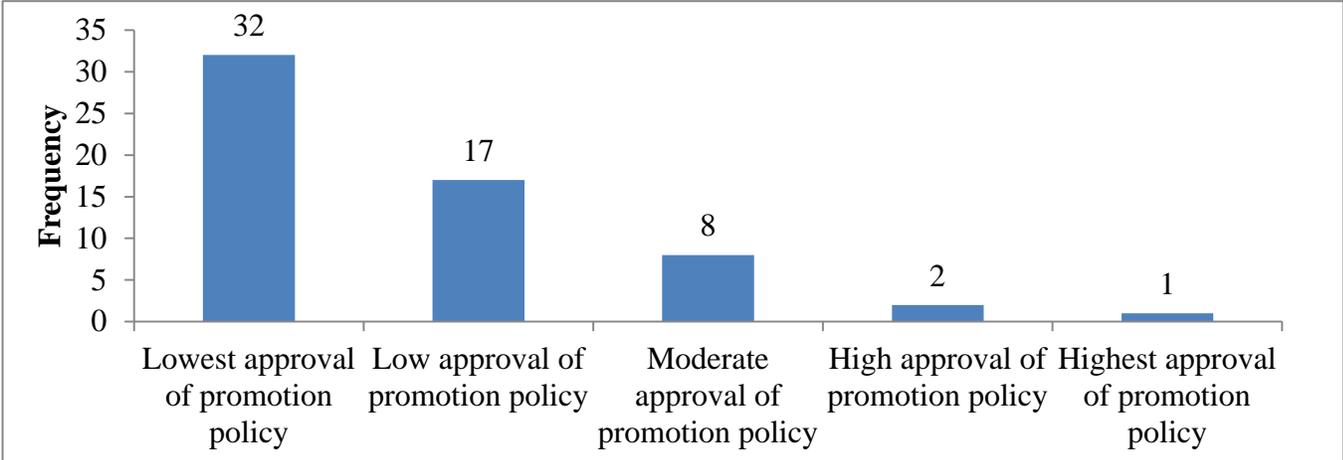


Figure 4.7: The SAPS promotion policy (SAPS-PP) enhances commitment of analysts because is uses clear and transparent criteria

The results of the graph reveal the perception of respondents towards SAPS-promotion policy from the statement. Its shows 45% have lowest approval, 33.3% with low approval, 16.7% with moderate approval, 3% with high approval and none of the respondents indicated highest approval of the SAPS promotion policy.

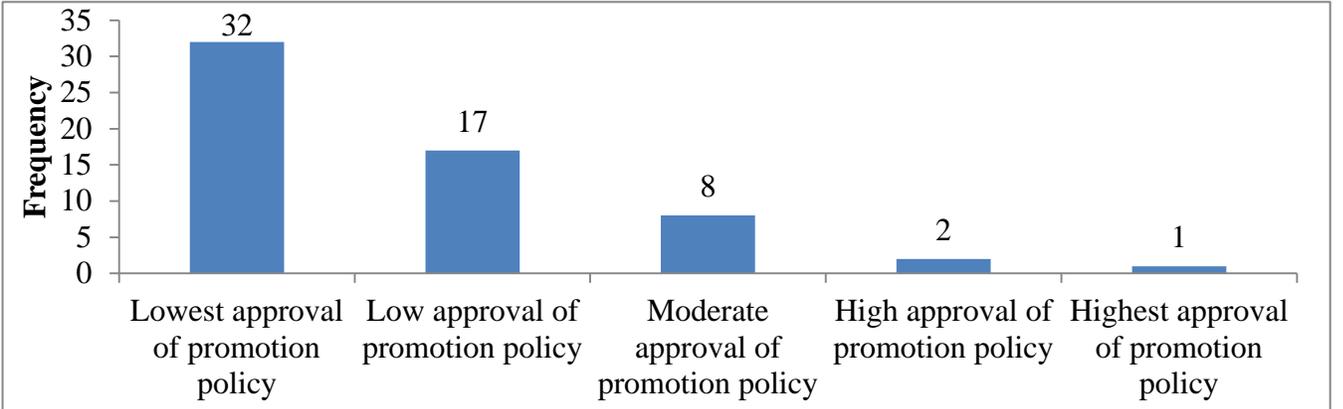
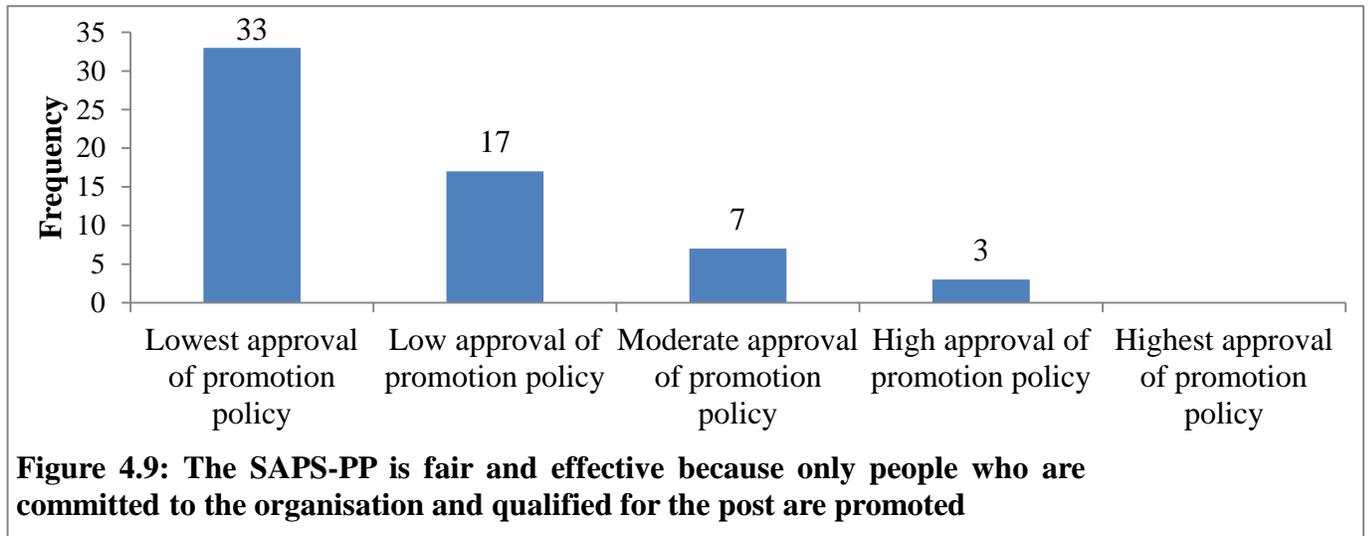
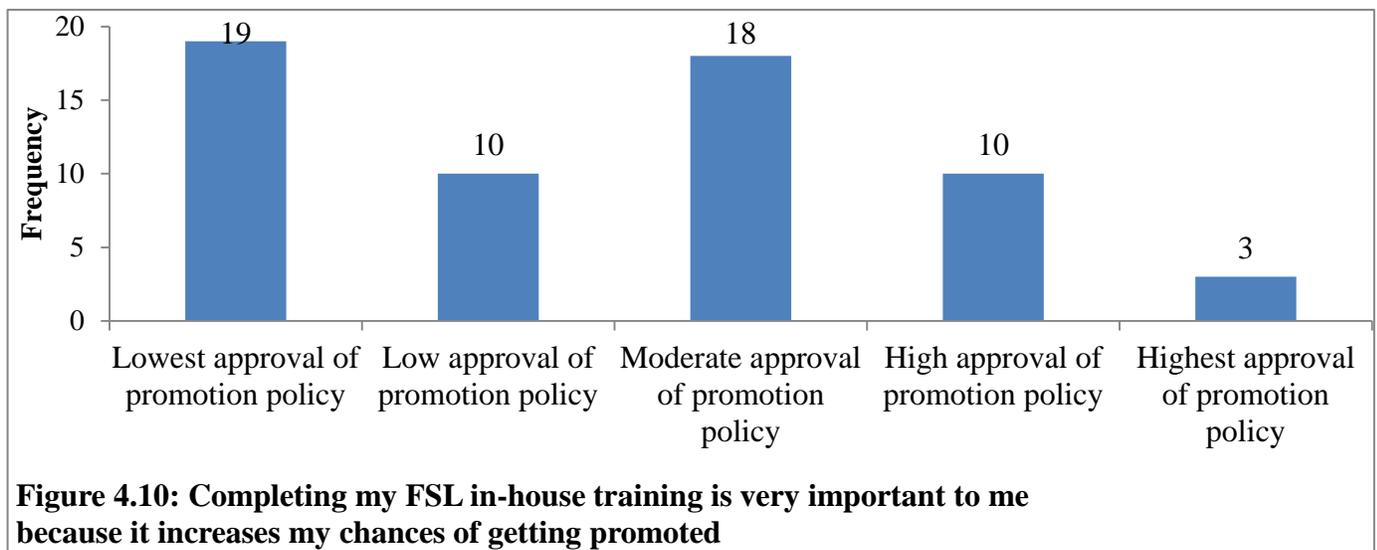


Figure 4.8: The way the SAPS-PP is currently implemented is demoralising people who are highly skilled and who are committed to FSL

The graph reveals the perception of respondents towards SAPS-promotion policy from the statement. It shows 53.3% have lowest approval, 28.3% with low approval, 13.3% with moderate approval, 3.3% with high approval and 1.7% show highest approval of the SAPS promotion policy.



The results of the graph reveal the perception of respondents towards SAPS-promotion policy from the statement. It shows 55% have lowest approval, 28.3% with low approval, 11.7% with moderate approval, 5% with high approval and none of the respondents show highest approval of the SAPS promotion policy.



The graph reveals the perception of respondents towards SAPS-promotion policy from the statement. It shows 31.7% have lowest approval, 16.7% with low approval, 30.0% with moderate approval, 16.7% with high approval and 5.0% show highest approval of the SAPS promotion policy.

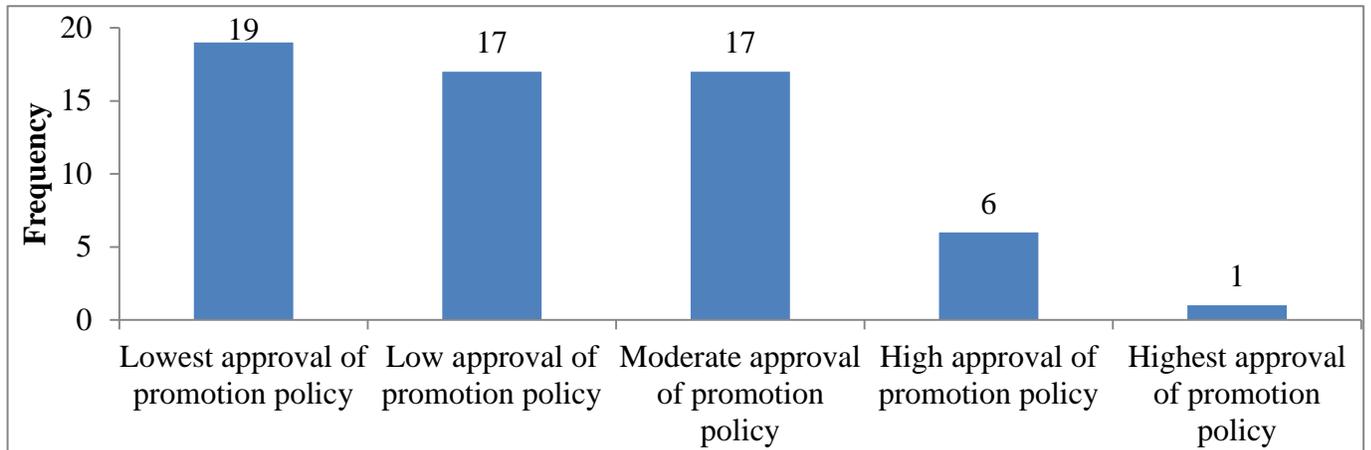


Figure 4.11: My commitment is no longer with FSL because of its SAPS-PP, therefore if I further my studies I will enroll into fields that will assist to obtain employemnt outside of FSL

The graph reveals the perception of respondents towards SAPS-promotion policy from the statement. Its shows 31.7% have lowest approval, 28.3% with low approval, 28.3% with moderate approval, 10.0% with high approval and 1.7% show highest approval of the SAPS promotion policy.

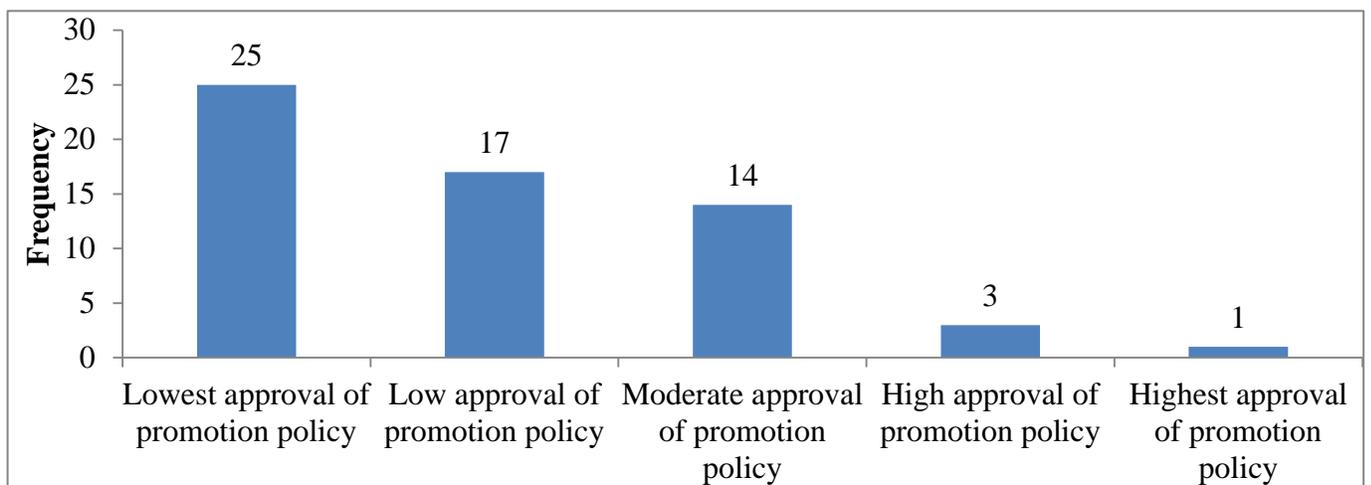
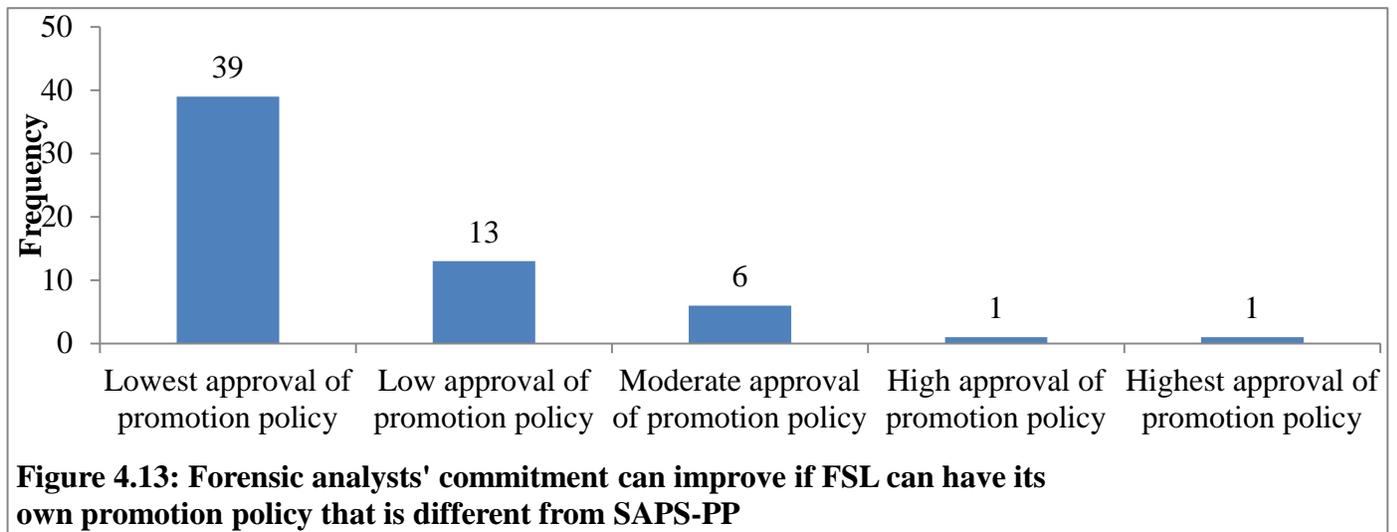
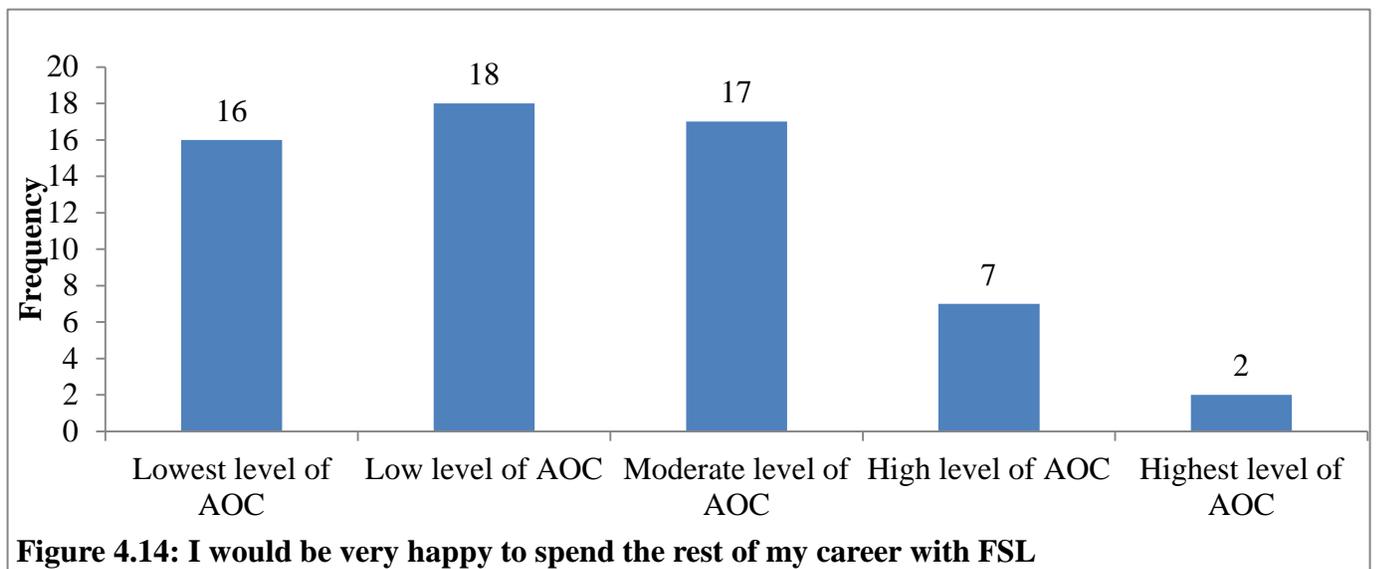


Figure 4.12: I was going to commit my career goals towards goals of FSL if the promotion policy was different from the current one

The graph reveals the perception of respondents towards SAPS-promotion policy from the statement. It shows 41.7% have lowest approval, 28.3% with low approval, 28.3% with moderate approval, 5.0% with high approval and 1.7% show highest approval of the SAPS promotion policy.



The graph reveals the perception of respondents towards SAPS-promotion policy from the statement. It shows 65% have lowest approval, 21.7% with low approval, 10.0% with moderate approval, 1.7% with high approval and 1.7% show highest approval of the SAPS promotion policy.



The graph reveals the respondents level of affective organisational commitment (AOC) towards FSL from the statement. Its shows 26.7% have lowest level, 30.0% with low level, 28.3% with moderate level, 11.7% with high level and 3.3% show highest level of affective commitment.

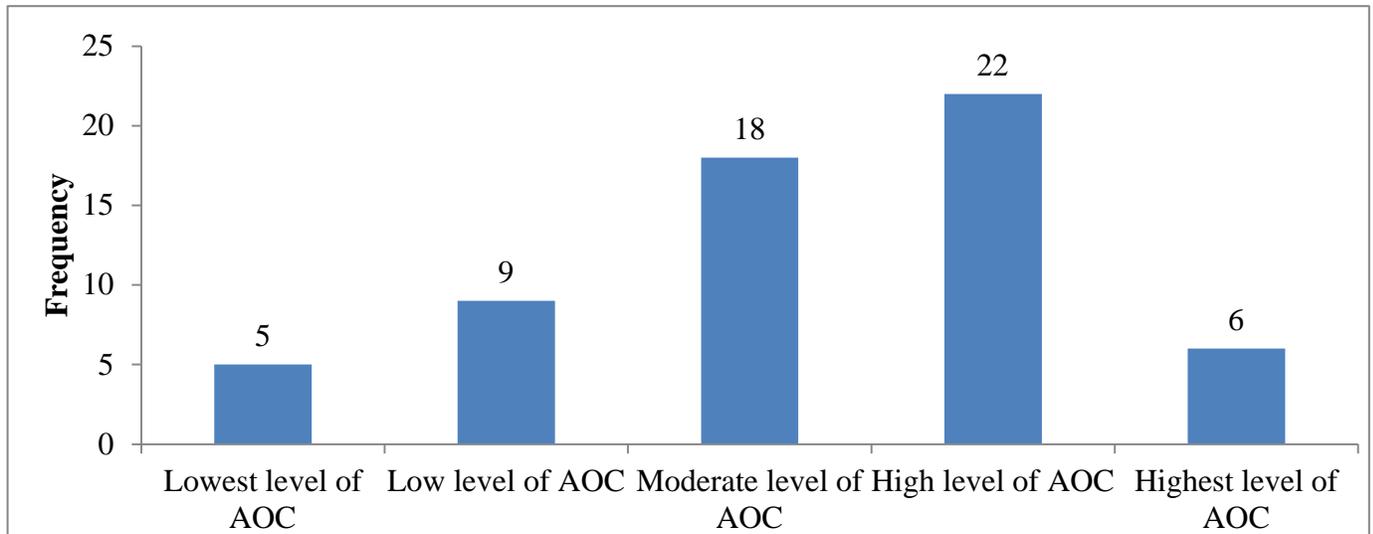


Figure 4.15: I enjoy discussing FSL with people outside the organisation

The graph reveals the respondents level of affective commitment towards FSL from the statement. It shows 8.3% have lowest level, 15.0% with low level, 30.0% with moderate level, 36.7% with high level and 10% show highest level of affective commitment.

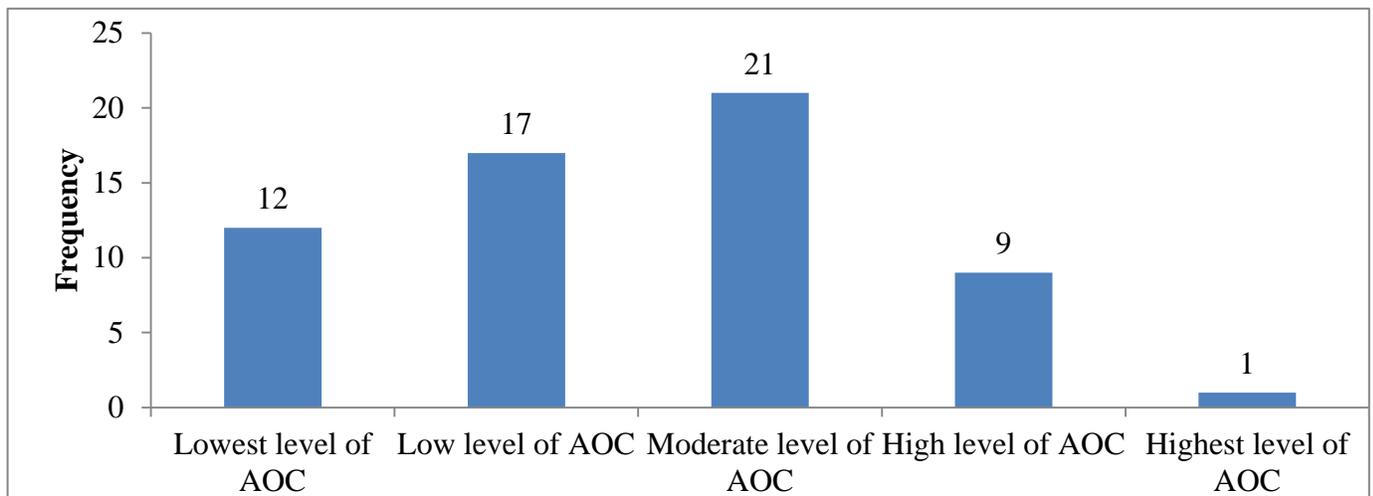


Figure 4.16: I really feel as if FSL's problem are my own

The graph reveals the respondents level of affective commitment towards FSL from the statement. It shows 20.0% have lowest level, 28.3% with low level, 35.0% with moderate level, 15.0% with high level and 1.7% show highest level of affective commitment.

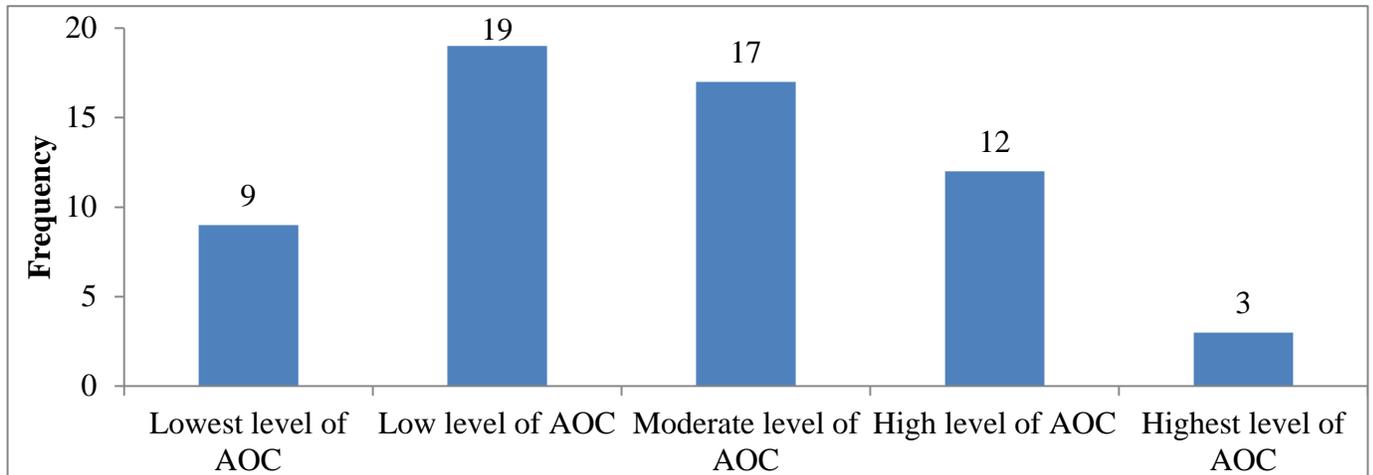


Figure 4.17: I do not feel 'emotionally attached' to FSL

The graph reveals the respondents level of affective commitment towards FSL from the statement. It shows 15.0% have lowest level, 31.7% with low level, 28.3% with moderate level, 20.0% with high level and 5.0% show highest level of effective commitment.

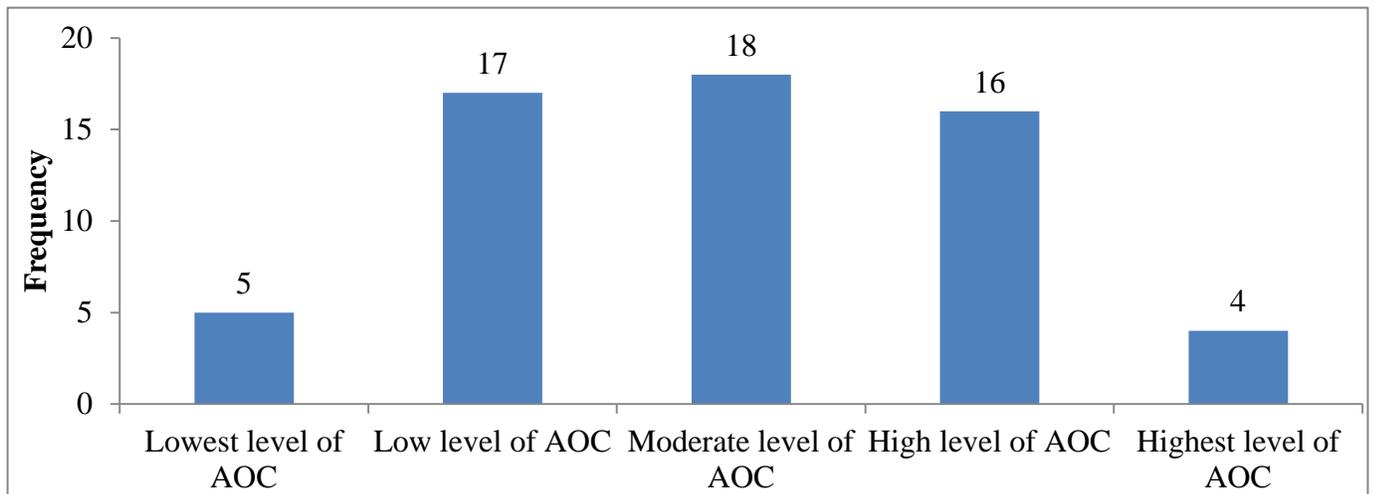
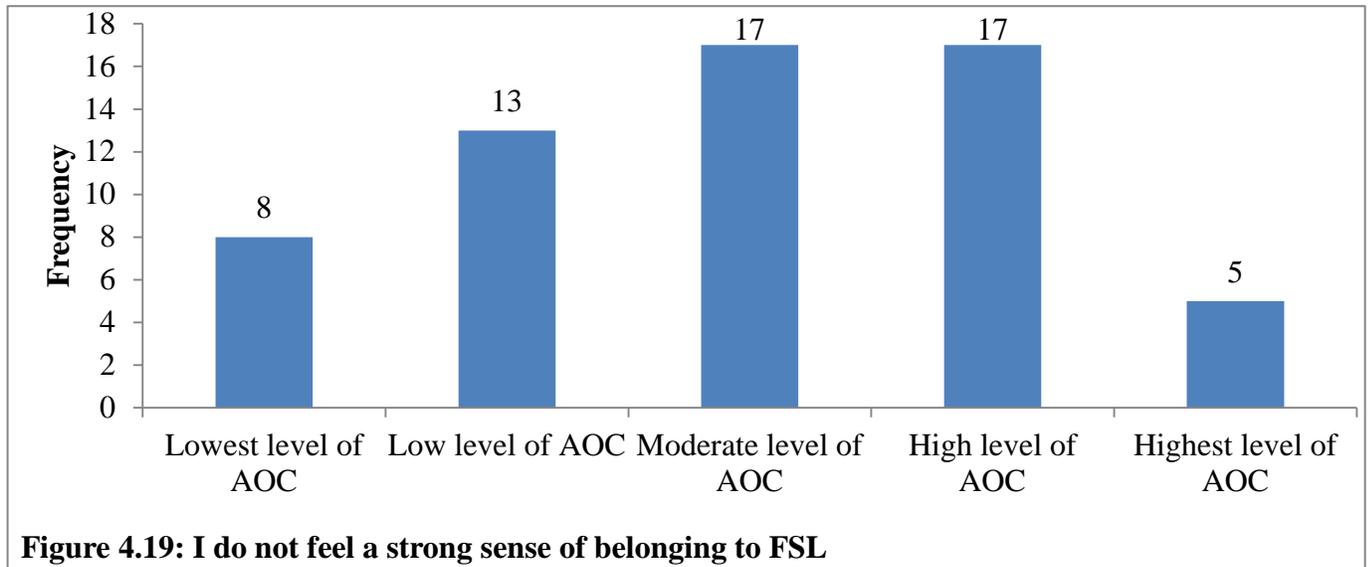
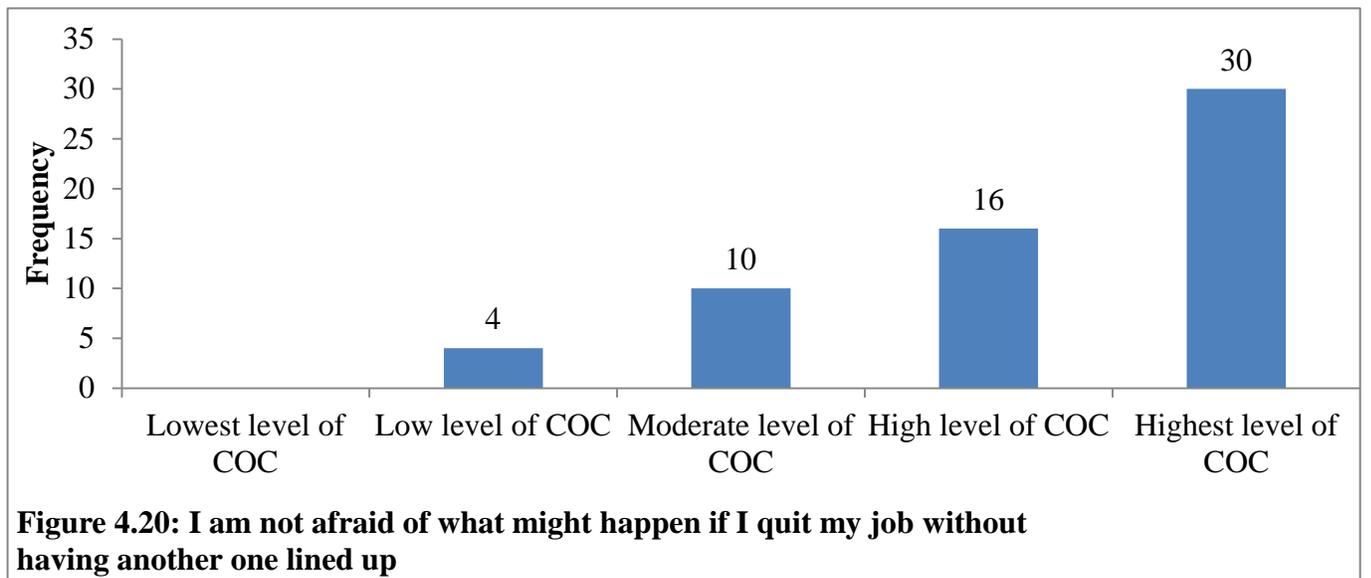


Figure 4.18: FSL has a great deal of personal meaning for me

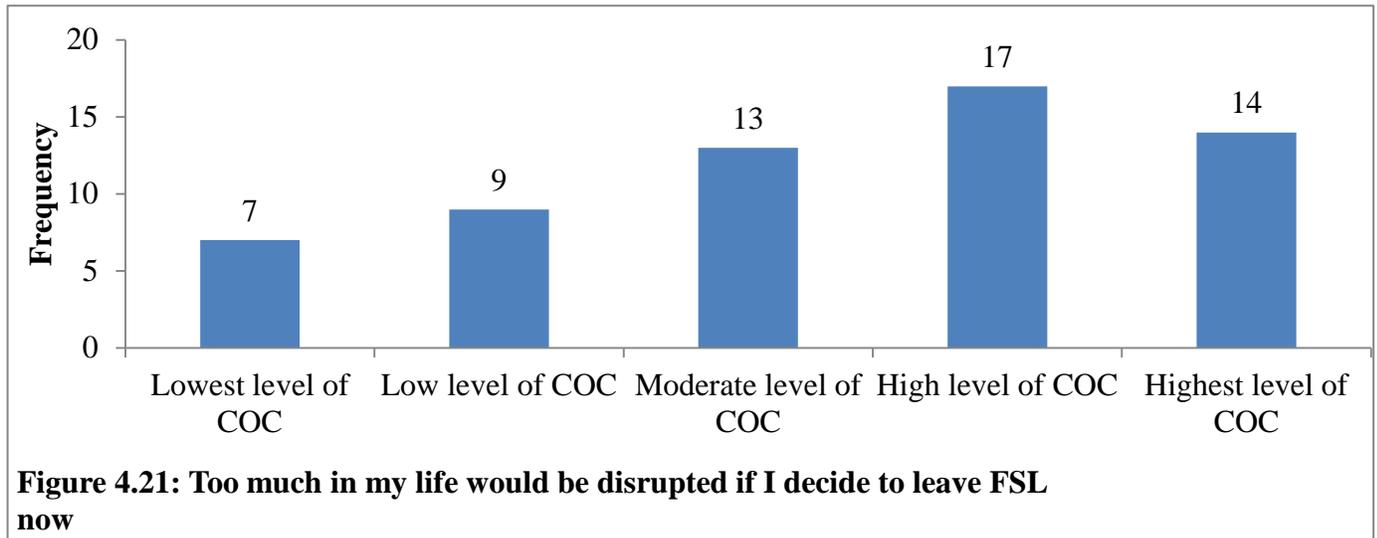
The graph reveals the respondents level of affective commitment towards FSL from the statement. It shows 8.3% have lowest level, 28.3% with low level, 30.0% with moderate level, 26.7% with high level and 6.7% show highest level of affective commitment.



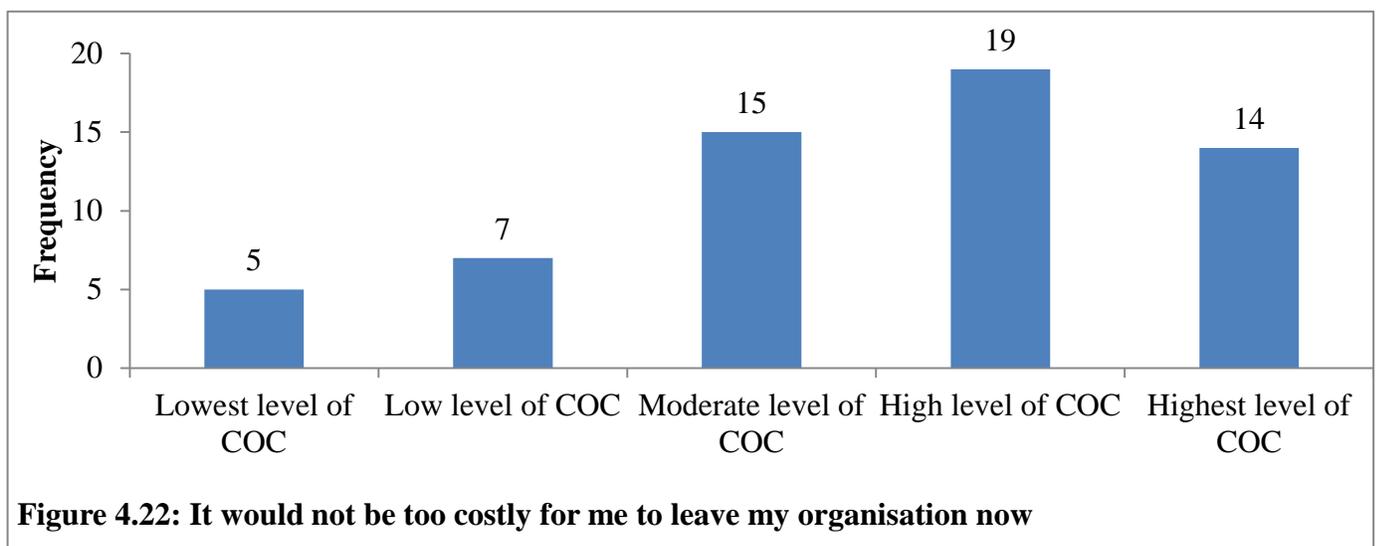
The graph reveals the respondents level of affective commitment towards FSL from the statement. It shows 13.3% have lowest level, 21.7% with low level, 28.3% with moderate level, 28.3% with high level and 8.3% show highest level of affective commitment.



The graph reveals the respondents level of continuance organisational commitment (COC) towards FSL from the statement. It shows none of the respondents have lowest level, 6.7% with low level, 16.7% with moderate level, 26.7% with high level and 50% show highest level of continuance commitment.



The graph reveals the respondents level of continuance commitment towards FSL from the statement. It shows 11.7% have lowest level, 15.0% with low level, 21.7% with moderate level, 28.3% with high level and 23.3% show highest level of continuance commitment



The graph reveals the respondents level of continuance commitment towards FSL from the statement. It shows 8.3% have lowest level, 11.7% with low level, 25.0% with moderate level, 31.7% with high level and 23.3% show highest level of continuance commitment

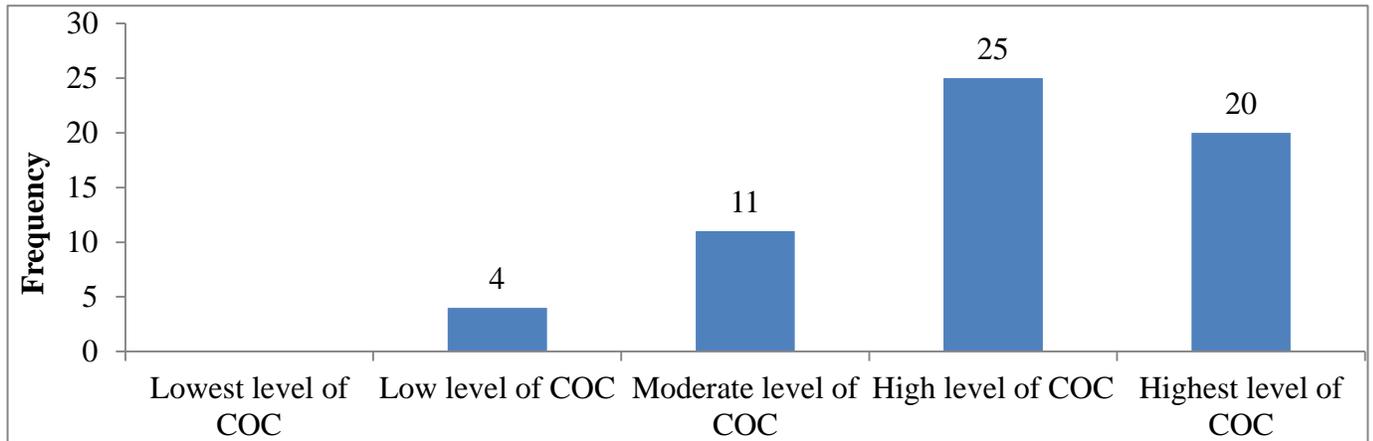


Figure 4.23: Right now, staying with FSL is a matter of necessity as much as desire

The graph reveals the respondents level of continuance commitment towards FSL from the statement. It shows none of the respondents have lowest level, 6.7% with low level, 18.3% with moderate level, 41.7% with high level and 33.3% show highest level of continuance commitment.

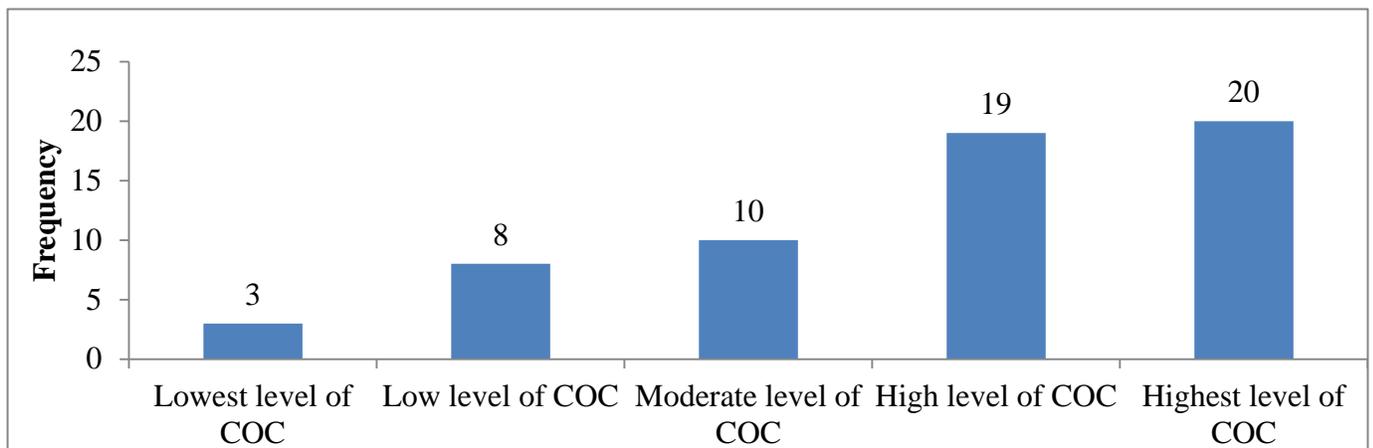
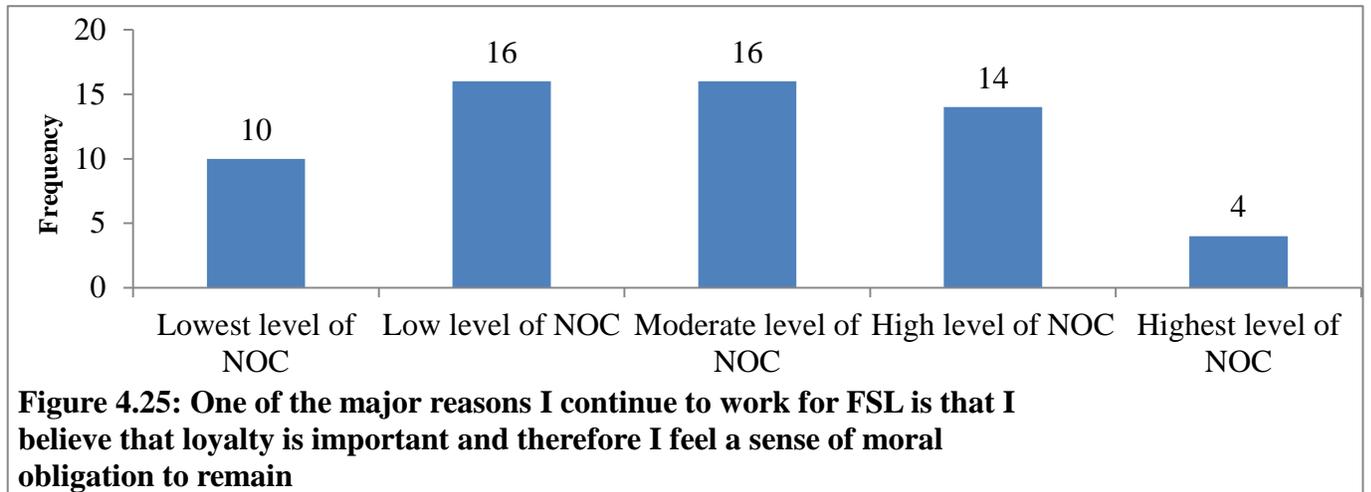
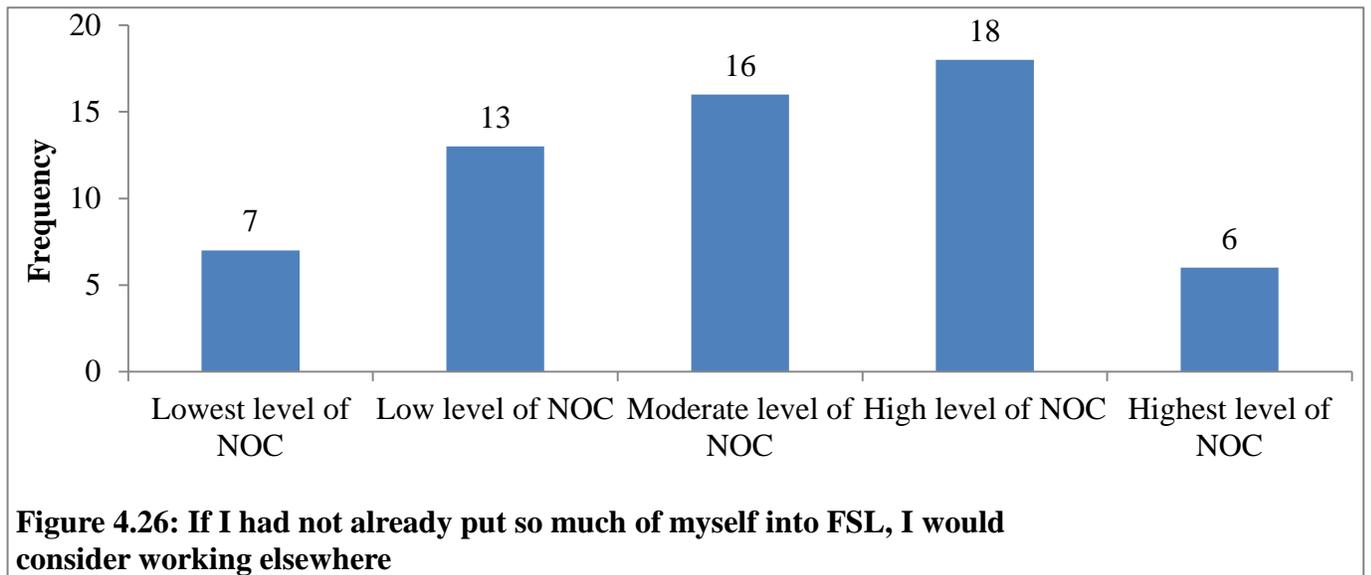


Figure 4.24: One of the few negative consequences of leaving my job at FSL would be the scarcity of available alternatives elsewhere

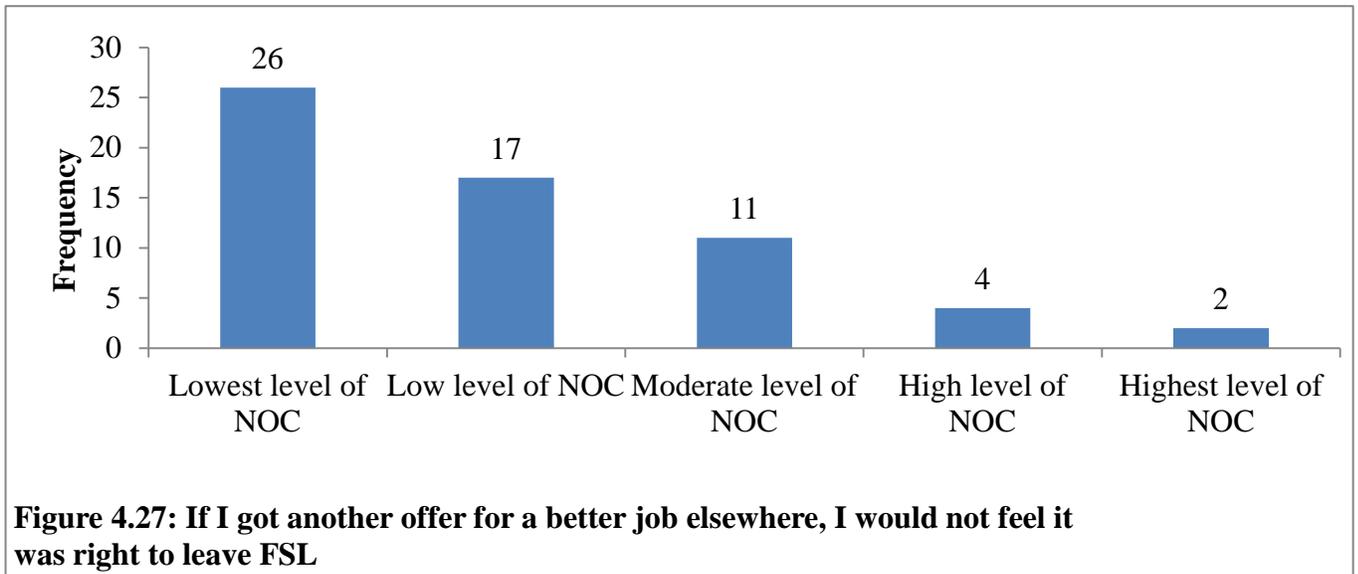
The graph reveals the respondents level of continuance commitment towards FSL from the statement. It shows 5.0% have lowest level, 13.3% with low level, 16.7% with moderate level, 31.7% with high level and 33.3% show highest level of continuance commitment.



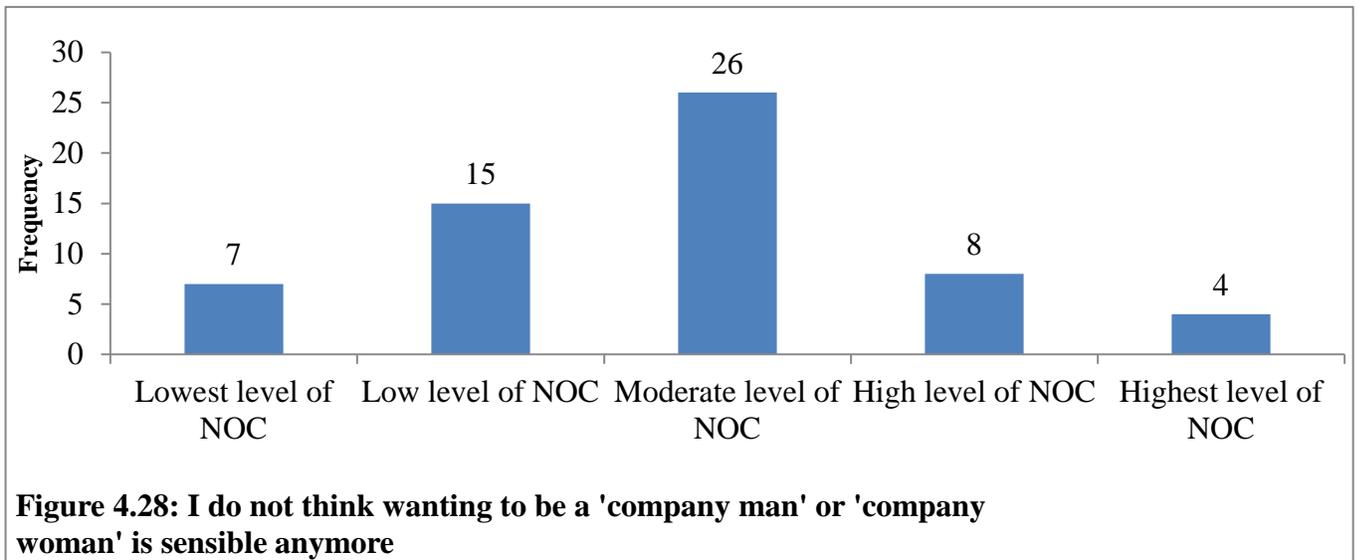
The graph reveals the respondents level of normative organisational commitment (NOC) towards FSL from the statement. It shows 16.7% have lowest level, 26.7% with low level, 26.7% with moderate level, 23.3% with high level and 6.7% show highest level of normative commitment



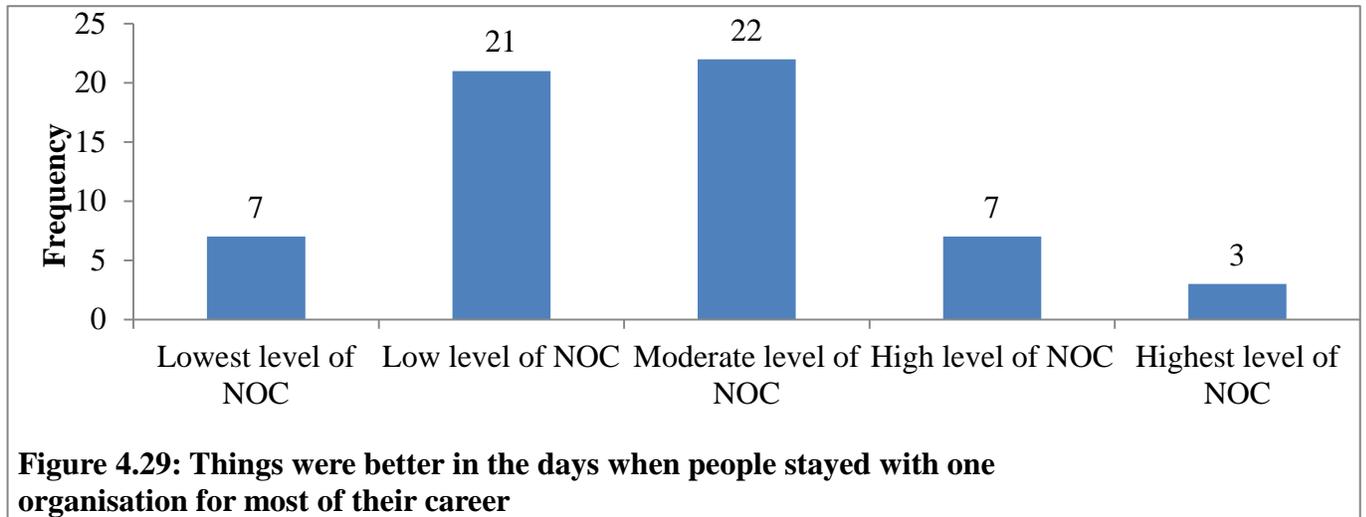
The graph reveals the respondents level of normative commitment towards FSL from the statement. It shows 11.7% have lowest level, 21.7% with low level, 26.7% with moderate level, 30.0% with high level and 10.0% show highest level of normative commitment



The graph reveals the respondents level of normative commitment towards FSL from the statement. It shows 43.3% have lowest level, 28.3% with low level, 18.3% with moderate level, 6.7% with high level and 3.3% show highest level of normative commitment



The graph reveals the respondents level of normative commitment towards FSL from the statement. It shows 11.7% have lowest level, 25.0% with low level, 43.3% with moderate level, 13.3% with high level and 6.7% show highest level of normative commitment



The graph reveals the respondents level of normative commitment towards FSL from the statement. It shows 11.7% have lowest level, 35.0% with low level, 36.7% with moderate level, 11.7% with high level and 5.0% show highest level of normative commitment

4.3 Linear regression analysis

Regression analysis was carried out to determine the extent to which promotion policy impacts the dependent variable organisational commitment. Since linear regression models can only include one dependent variable, three different models were run to look at the impact on three aspects of organizational commitment separately (affective, continuance and normative commitment). The results are shown in Tables 4.1 to 4.4 with organisational commitment as the dependent variable in the first model and the three components of organisational commitment (effective, continuance and normative commitment) as dependent variables in the following three models.

Table 4.1: Results of the linear regression analysis with organisational commitment as the dependent variable:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.379	0.144	0.129	6.728

Table 4.1.1: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	441.539	1	441.539	9.753	0.003
Residual	2625.711	58	45.271		
Total	3067.250	59			

Table 4.1.2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)					
SAPS- PP	0.580	0.186	0.379	3.123	0.003

The R Square (0.144) indicates that 14.4% of the variance in total organisational commitment can be explained by the SAPS promotion policy. The Beta value (0.580) coupled with the low p-value of 0.003 indicates that there is a significant positive relationship between SAPS promotion policy and organisational commitment. However, the low R Square value indicates that there are other important factors contributing to organisational commitment besides SAPS promotion policy.

Table 4.2: Results of the linear regression analysis with affective commitment as the dependent variable:

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.490	0.240	0.227		4.363

Table 4.2.1: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	348.653	1	348.653	18.318	0.000
	Residual	1103.947	58	19.034		
	Total	1452.600	59			

Table 4.2.2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)					
SAPS- PP	0.515	0.120	0.490	4.280	0.000

The R Square (0.240) indicates that 24% of the variance in affective commitment can be explained by the SAPS promotion policy. The Beta value (0.515) coupled with a low p-value of 0.000 indicates that there is a significant positive relationship between SAPS promotion policy and affective commitment. Again, the low R square value suggests other independent variables are missing from the model.

Table 4.3: Results of the linear regression analysis with continuance commitment as the dependent variable:

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.218	0.048	0.031		3.482

Table 4.3.1: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.228	1	35.228	18.318	0.094
Residual	703.105	58	12.122		
Total	738.333	59			

Table 4.3.2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)					
SAPS- PP	-0.164	0.096	-0.218	-1.705	0.094

In this case, the p-value is above 0.05 so we cannot reject the null hypothesis. This means we cannot conclude that there is any significant relationship between SAPS Promotion Policy and continuance commitment.

Table 4.4: Results of the linear regression analysis with normative commitment as the dependent variable:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.366	0.134	0.119	2.766

Table 4.4.1: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	68.491	1	68.491	8.953	0.004
Residual	443.692	58	7.650		
Total	512.183	59			

Table 4.4.2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)					
SAPS- PP	0.228	0.076	0.366	2.992	0.094

The R Square (0.134) indicates that 13.4% of the variance in normative commitment can be explained by the SAPS promotion policy. The Beta value (0.228) coupled with the low p-value of 0.004 indicates that there is a significant positive relationship between SAPS promotion policy and normative commitment. However, once again the low R Square value indicates that there are other significant independent variables which have not been included.

4.4. ANOVA tests results

4.4.1 Age and organisational commitment

Table 4.5: Age and Affective organisational commitment (AOCS) results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.017	2	5.009	0.198	0.821
Within Groups	1442.583	57	25.308		
Total	1452.600	59			

The ANOVA test results show that there is no statistical difference in significance in perceptions of respondents of different age groups towards affective commitment. This means analysts of different age groups have similar perceptions towards affective commitment.

Table 4.6: Age and Continuance organisational commitment scale (COCS) results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	76.848	2	38.424	3.311	0.044
Within Groups	661.485	57	11.605		
Total	738.333	59			

The findings show a significant difference in analysts' age group and continuance commitment as this has a p significance value of 0.044 (* $p < 0.05$). This means that analysts of different age groups have different perceptions towards continuance commitment.

Table 4.6.1: Post Hoc results (COCS)

(I)Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.
20-30	31-40	-0.912	0.932	0.332
	41-50	-4.750*	1.852	0.013
31-40	20-30	0.912	0.932	0.332
	41-50	-3.838*	1.801	0.037
41-50	20-30	4.750*	1.852	0.013
	31-40	3.838*	1.801	0.037

*The mean difference is significant at the 0.05 level

A Post Hoc test shows a significant difference between age groups (20-30 and 41-50; 31-40 and 41-50) with the 41-50 age groups showing the highest level of continuance commitment followed by 31-40 who responded to the survey. The lowest level of continuance commitment was found amongst analysts of the age group of 20-30.

Table 4.7: Age and normative organisational commitment scale (NOCS) results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.096	2	4.048	0.458	0.635
Within Groups	504.087	57	8.884		
Total	512.183	59			

The ANOVA test results on age groups and normative commitment reveal no significant difference in analysts' age group and normative commitment.

4.4.2. Gender and organisational commitment

Table 4.8: Gender and AOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.552	1	8.522	0.342	0.561
Within Groups	1444.078	58	24.898		
Total	1452.600	59			

The ANOVA test results show no statistical difference in significance in perceptions of analysts of different gender towards affective commitment. This means male and female analysts have similar perceptions towards affective commitment.

Table 4.9: Gender and COCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.026	1	22.026	1.783	0.187
Within Groups	716.307	58	12.350		
Total	738.333	59			

The findings show no significant difference in male and female analysts and continuance commitment.

Table 4.10: Gender and NOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.493	1	0.493	0.056	0.814
Within Groups	511.691	58	8.822		
Total	512.183	59			

The test also shows no statistical difference in significance in perceptions of analysts of different gender and normative commitment.

4.4.3 Marital status and organisational commitment

Table 4.11: Marital status and AOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27.695	1	27.695	1.127	0.293
Within Groups	1424.905	58	24.567		
Total	1452.600	59			

The ANOVA test results reveal no statistical difference in significance in perceptions of analysts of different marital status towards affective commitment. This means analysts of different marital status who responded have similar perceptions towards affective commitment.

Table 4.12: Marital status and COCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.913	1	5.913	0.468	0.497
Within Groups	732.421	58	12.628		
Total	738.333	59			

The findings show no significant difference between married and single analysts and their continuance commitment.

Table 4.13: Marital status and NOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.896	1	0.896	0.102	0.751
Within Groups	511.287	58	8.815		
Total	512.183	59			

The test also shows no statistical difference in significance in perceptions of analysts of different marital status and their normative commitment.

4.4.4 Level of education and organisational commitment

Table 4.14: Level of education and AOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	48.198	3	16.066	0.641	0.592
Within Groups	1404.402	56	25.079		
Total	1452.600	59			

The ANOVA test results show no statistical difference in significance in perceptions of analysts of different level of education or qualifications towards affective commitment. This means analysts with different levels of education or qualifications have similar perceptions towards affective commitment.

Table 4.15: Level of education and COCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	57.971	3	19.324	1.591	0.202
Within Groups	680.363	56	12.149		
Total	738.333	59			

The findings show no significant difference in analysts' level of education or qualifications and continuance commitment but the Post Hoc test reveals a significant difference between analysts with Matrics (Grade 12) and Degrees.

Table 4.15.1: Post Hoc results (COCS)

(I)Qual	(J) Qual	Mean Difference (I-J)	Std. Error	Sig.
Matric	Diploma	4.083	2.250	0.075
	Degree	4.417*	2.117	0.042
	Hons/B-Tech	3.373	2.183	0.128
Diploma	Matric	4.083	2.250	0.075
	Degree	0.333	1.203	0.793
	Hons/B-Tech	-0.711	1.314	0.591
Degree	Matric	4.417*	2.117	0.042
	Diploma	-0.333	1.203	0.783
	Hons/B-Tech	-1.044	1.072	0.334
Hons/B-Tech	Matric	-3.373	2.183	0.128
	Diploma	0.711	1.314	0.591
	Degree	1.044	1.072	0.334

The mean difference is significant at the level of 0.05

Table 4.15.2: Descriptive

	N	Mean	Std. Deviation	Std. Error
Matric	3	22.67	2.517	1.453
Diploma	12	18.58	2.392	0.690
Degree	28	18.25	3.787	0.716
Hons/B-Tech	17	19.29	3.687	0.894
Total	60	18.83	3.538	0.497

A Post Hoc test shows the highest level of continuance commitment amongst analysts with Matric compared to analysts with Degrees.

Table 4.16: Level of education and NOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	69.936	3	23.312	2.952	0.040
Within Groups	442.247	56	7.897		
Total	512.183	59			

The ANOVA test results show a statistical difference in significance in perceptions of analysts of different level of education or qualifications and normative commitment as this has a p significance value of 0.040 (* $p < 0.05$).

Table 4.16.1: Descriptive

	N	Mean	Std. Deviation	Std. Error
Matric	3	15.67	2.887	1.667
Diploma	12	12.67	2.934	0.847
Degree	28	12.39	2.923	0.552
Hons/B-Tech	17	14.53	2.503	0.607
Total	60	13.22	2.946	0.380

Table 4.16.2: Post Hoc results (NOCS)

(I)Qual	(J) Qual	Mean Difference (I-J)	Std. Error	Sig.
Matric	Diploma	3.000	1.814	0.104
	Degree	3.274	1.707	0.060
	Hons/B-Tech	1.137	1.760	0.521
Diploma	Matric	-3.000	1.814	0.104
	Degree	0.274	0.970	0.779
	Hons/B-Tech	-1.863	1.060	0.084
Degree	Matric	-3.274	1.707	0.060
	Diploma	-0.274	0.970	0.779
	Hons/B-Tech	-2.137*	0.864	0.016
Hons/B-Tech	Matric	-1.137	1.760	0.521
	Diploma	1.863	1.060	0.084
	Degree	2.137*	0.864	0.016

*The mean difference is significant at the level of 0.05

A Post Hoc test shows a significant difference between analysts with Degrees and Honors or B-Tech with analysts with Honors or B-Tech showing highest normative commitment as compared analysts with Degrees.

4.4.5 Rank and organisational commitment

Table 4.17: Rank and AOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.967	2	9.483	0.377	0.688
Within Groups	1433.633	57	25.151		
Total	1452.600	59			

The ANOVA test results show no statistical difference in significance in perceptions of analysts of different ranks or position towards affective commitment. This means analysts of different ranks responded have a similar perception towards affective commitment.

Table 4.18: Rank and COCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.874	2	9.937	0.788	0.459
Within Groups	718.459	57	12.605		
Total	738.333	59			

The findings show no significant difference on analysts' rank and continuance commitment.

Table 4.19: Rank and NOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	58.050	2	29.025	3.643	0.032
Within Groups	454.133	57	7.967		
Total	512.183	59			

The ANOVA test result shows that there is a statistical difference in significance in perceptions of analysts of different ranks and normative commitment with p significance value of 0.032 (* $p < 0.05$). However this result is not particularly meaningful since ninety percent (90%) of respondents had the same rank (Warrant Officer) and other ranks were not well represented in the sample.

4.4.6 Tenure and organisational commitment

Table 4.20: Tenure and AOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	83.941	3	27.980	1.145	0.339
Within Groups	1368.659	56	24.440		
Total	1452.600	59			

The ANOVA test results reveal that there is no statistical difference in significance in perceptions of analysts of different tenure or length of service group towards affective commitment. This means analysts of different tenure or length of service group have a similar perception towards affective commitment.

Table 4.21: Tenure and COCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	62.662	3	20.887	1.731	0.171
Within Groups	675.671	56	12.066		
Total	738.333	59			

The findings show no significant difference between analysts of different tenure or length of service and continuance commitment, but the Post Hoc test shows a significant difference between analysts with tenure or length of service group of 1-5 years and 16-20 years.

Table 4.21.1: Descriptive

	N	Mean	Std. Deviation	Std. Error
1-5 years	33	18.15	3.124	0.544
6-10 years	16	19.50	3.651	0.913
11-15 years	7	18.71	4.923	1.861
16-20 years	4	22.00	2.449	1.225
Total	60	18.83	3.538	0.457

Table 4.21.2: Post Hoc results (COCS)

(I)Tenure	(J) Tenure	Mean Difference (I-J)	Std. Error	Sig.
1-5 years	6-10 years	-1.348	1.058	0.208
	11-15 years	-0.563	1.445	0.698
	16-20 years	-3.848*	1.839	0.041
6-10 years	1-5 years	-1.348	1.058	0.208
	11-15 years	0.786	0.574	0.620
	16-20 years	-2.500	1.942	0.203
11-15 years	1-5 years	-0.563	1.445	0.698
	6-10 years	-0.786	1.574	0.620
	16-20 years	-3.286	1.942	0.137
16-20 years	1-5 years	-3.848*	1.839	0.041
	6-10 years	2.500	1.942	0.203
	11-15 years	3.286	2.177	0.137

*The mean difference is significant at the level of 0.05

A group of analysts with tenure or length of service between 16-20 years shows a highest level of continuance commitment as compared to analysts with tenure or length of service between 1-5 years.

Table 4.22: Tenure and NOCS results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38.811	3	12.937	1.530	0.217
Within Groups	473.372	56	8.453		
Total	512.183	59			

The ANOVA test result also shows no statistical difference in significance in perceptions of analysts of different tenure and normative commitment.

4.5. Measures of central tendency and dispersion

Table 4.23: Means, Std. Deviation, Minimum and Maximum scores for the SAPS promotion policy

Promotion policy	N	Minimum	Maximum	Mean	Std. Deviation
SAPS	60	7	24	13.38	4.72

The results indicate that the mean and standard deviation for SAPS promotion policy of the respondents are 13.38 and 4.72, respectively. The mean score of 13.38 for SAPS promotion policy indicates that respondents show a lowest approval of SAPS promotion policy. The standard deviation (std. dev =4.72) shows there is some variation in the SAPS promotion policy. This is confirmed by examining the minimum and maximum scores. The minimum score of 7 shows a lowest approval of SAPS promotion policy, while the maximum score of 24 indicates a highest approval of SAPS promotion policy.

Table 4.24: Means, Std. Deviation, Minimum and Maximum scores for the three dimensions of organisational commitment

Organisational Commitment Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Affective commitment	60	6	27	16.70	4.962
Continuance commitment	60	10	25	18.83	3.538
Normative commitment	60	5	20	13.22	2.946
Total commitment	60	35	64	48.75	7.210

The results indicate that the mean and standard deviation for the total organisational commitment of the sample are 48.75 and 7.210, respectively. A mean score of approximately 48 is typically indicative of a moderate level of organisational commitment. Therefore, in the current research, it may be seen that this level is indicating moderate levels of organisational commitment.

The mean score (M=16.70) for affective commitment indicates that respondents show a low level of affective commitment. The standard deviation (std. dev =4.962) shows there is some variation in the levels of affective commitment. This is confirmed by examining the minimum and maximum scores. The minimum score of 6 shows lowest levels of affective commitment while the maximum scores of 27 indicates a highest level of effective commitment.

The mean score (M= 18.83) for continuance commitment indicates that respondents show a high level of continuance commitment. The standard deviation (std. dev =3.538) shows there is some variation in the levels of affective commitment. This is confirmed by examining the minimum and maximum scores. The minimum score of 10 shows lowest levels of affective commitment while the maximum scores of 25 indicates a highest level of affective commitment.

The mean score (M=13.22) for normative commitment indicates that respondents show a low level of normative commitment. The standard deviation (std. dev = 2.946) shows there is some variation in the levels of affective commitment. This is confirmed by examining the minimum and maximum scores. The minimum score of 5 shows lowest levels of affective commitment while the maximum scores of 20 indicates a highest level of affective commitment.

If the mean scores are ranked ordered from the highest to the lowest level of commitment it can be seen that continuance commitment had the highest score (18.83) followed by affective commitment (16.70) and normative commitment (13.22).

4.6. Cronbach's Coefficient Alpha

In this study Cronbach's Coefficient Alpha is used to measure reliability. To measure the consistency on the questionnaire item the reliability analysis was conducted on each research instrument separately as shown in Table 4.25.

Table 4.25: Cronbach's Coefficient Alpha

Item	Cronbach's Coefficient Alpha
Promotion policy scale	0.806
Affective commitment scale	0.845
Continuance commitment scale	0.616
Normative commitment scale	0.370

Cronbach's Coefficient Alpha values less than 0.6 indicate a weak research instrument and above 0.7 indicates that the research instrument has a high degree of reliability. In this study, only normative commitment indicates a weak research instrument with a value of 0.370. Promotion policy, affective and continuance commitment scales indicate a high degree of reliability since their Cronbach's Coefficient Alpha is above 0.6.

4.7. Summary

Chapter Four provided an overview of the collected data findings which emerged from the statistical analysis. The next chapter will present a discussion of the results obtained and compares them with other research conducted in this field.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

This chapter provides a discussion of the research findings obtained from the study. It will interpret and explain the findings of the study in conjunction with findings from previous studies. This study was undertaken to examine the impact that SAPS promotion policy has on organisational commitment (affective, normative, continuance) of forensic analysts and how various biographical variables differed in terms of these dependent variables.

5.2 Findings

5.2.1 Linear regression analysis

Regression analysis was carried out to determine the extent to which promotion policy impacts the dependent variable, organisational commitment. Since linear regression models can only include one dependent variable, three different models were run separately to look at the impact of the three component model of commitment of Meyer and Allen (1991). To examine if there is a relationship between SAPS promotion policy and organisational commitment in the first model, organisational commitment was run as the dependent variable followed by the three dimensions of organisational commitment (affective, normative and continuance).

The regression analysis test indicated that there is a significant positive relationship between SAPS promotion policy and organisational commitment. The findings are in agreement with the study findings of Mohamad (2009) and Sajid and Mohammad (2008). They showed that promotion policy had a significant effect on organisational commitment. The findings also corroborate with the findings of Ali *et al.* (2011). Ali *et al.* (2011) found that employees who felt positive about the organisation's promotion system showed high levels of organisational

commitment and it had a remarkable impact on their performance and other elements like levels of productivity. The current study contradicts the findings of Muhammad, Syed, Rabia, and Arshad (2011). Muhammad *et al.*'s (2011) study showed no significant relationship between better promotion practices and organisational commitment.

The current study showed that there is a significantly positive relationship between SAPS promotion policy and affective commitment. The study findings corroborate the research findings of Döckel, Basson and Coetzee (2006). Döckel *et al.*'s (2006) study found that respondents who felt positive about the promotion policy and possibility of career advancement opportunities in the organisation were more emotionally attached to the organisations. They found a positive relationship between the promotion system and affective commitment and suggested that affective commitment increases after upward movement within the organisation.

This study's results on continuance commitment do not correspond with the findings of Döckel *et al.* (2006) and Van Dyk and Coetzee (2012). The study findings indicated that there is no significant relationship between SAPS promotion policy and continuance commitment. The study of Döckel *et al.* (2006) showed that a good promotion practice predicted a participants' continuance commitment significantly. The study results are also contrary to results from the research that Javad and Davood (2012) conducted on Iranian employees. The coefficient of promotion policy was positive and significant to continuance commitment. Javad and Davood's (2012) findings indicated that Iranian employees would achieve a higher level of continuance commitment if the company has better promotion policies.

The current study also showed that there is a significantly positive relationship between SAPS promotion policy and normative commitment. Javad and Davood (2012) also found a significantly positive relationship between promotion policies and normative commitment. The current study contradicts the findings of Singh (2008). Singh (2008) found no significant relationship between improved promotion policies for women in the South African banking industry and normative commitment.

The results of the current study therefore suggest improving human resource practices that increase or impact respondents' commitment. For example, an improved promotion policy will increase psychological and emotional attachment to the organisation (affective commitment) as

well as the employee's sense of moral obligation (normative commitment) to remain with the organisation. The results also show that promotion policy has the strongest impact on affective commitment rather than normative commitment. On the basis of the results from the regression analysis, it is concluded that promotion policy has a significant and positive relationship with organisational commitment and the two components of organisational components (affective and normative).

5.2.2 ANOVA test

With regard to the relationship between biographical variables and level of organisational commitment, the ANOVA results showed that there were small mean differences between the groups. The findings of this study showed no affective commitment difference regarding analysts' age which is consistent with findings from other studies (Zahra *et al.*, 2012; Paul, 2004; Gasic and Pagon, 2004). Dick (2011), Salami (2008) and Myers (2008) study findings were contrary to the current study's findings. They all found that respondents' age was an important factor in affective commitment. Dick's (2011) study found that young police members showed low levels of affective commitment. The study found that the low level of affective commitment from younger members was associated with a bureaucratic culture of command and control and exposure to poor management in police organisations.

The ANOVA test findings show a significant difference in the analysts' age group and continuance commitment with the age group between 41 and 50 years showing the highest level of continuance commitment, followed by the age group between 31 and 40 years. The youngest age group between 20 and 30 years showed the lowest level of continuance commitment. The current study findings corroborate the findings of the study that Ferreira and Coetzee (2010) conducted. The respondents between the ages of 41 and 55 years felt more obliged to continue working for their organisation. This can be due to the employees' prolonged stay in the organisation which results in an internalised idea of responsibility and commitment that has developed over time due to the accumulation of investments (such as specialised skills and retirement benefits) by employees in an organisation.

The study results reveal no significant difference in the analysts' age group and normative commitment and this finding is in line with a previous study (Singh, 2008). Singh's (2008) study found that participants' of different age groups have similar perceptions towards normative commitment. Salami (2008) and Gasic and Pagon (2004) study findings are in contradiction with the current study results and they declared that staff age was an important predictor of normative commitment. According to Gasic and Pagon (2004) study police officers in the age group between 41 and 50 years showed higher levels of normative commitment than those of the age group between 31 and 40 years. The findings suggested that this higher sense of moral obligation that was demonstrated by these older police officers to remain with NSW Police Service was due to the receipt of benefits such as skills training or positive socialisation experiences.

The ANOVA tests results showed no statistical difference in significance in the perceptions of analysts of different gender towards all three dimensions of organisational commitment (affective, continuance and normative commitment). The finding of this study was consistent with previous studies (Zahra *et al.*, 2012; Dick and Metcalfe, 2007; Paul, 2004). The policemen and policewomen in these studies expressed similar perceptions towards emotional attachment (affective) and obligation to remain with the organisation (normative) and costs associated with leaving the organisation (continuance).

The current study results also reveal no statistical difference in significance in perceptions of analysts of different marital status towards all three dimensions of organisational commitment (affective, continuance and normative commitment). Asli (2011) and Paul (2004) also revealed that marital status is not a significant variable that has an impact on affective, continuance and normative commitment. The study results are inconsistent with other researchers' findings (Joiner and Bakalis, 2006; Gasic and Pagon, 2004; Akintayo, 2011; Suleyman and Bahri, 2012). These studies revealed that a significant difference exists between organisational commitment of single and married respondents. The explanation for this finding was that married employees are more committed because they have family that is financially dependent on them and who they need to take into consideration when making important decisions, such as changing organisation.

The current study findings show no significant difference in analysts' level of education and affective commitment which means analysts of different levels of education have a similar perception towards affective commitment. This study's finding was in line with study findings of

Zahra *et al.* (2010). According to Zahra *et al.* (2010) all dimensions of organisational commitment were significant except affective commitment. This study differed with the findings of Nahrir *et al.* (2010) and Salami (2008). Salami (2008) stated that it was most likely that higher educated individuals occupied higher posts in the organisation, which resulted in higher affective commitment.

The study findings show no significant difference in analysts' level of education and continuance commitment but the Post Hoc test reveals a significant difference between analysts who possess Matric (Grade 12) and those with a degree. The analysts with Matric (Grade 12) showed the highest level of continuance commitment as opposed to analysts with Degrees. This study's finding corroborates with research that Uygur and Kilic (2009) and Asli (2011) conducted. They found that highly educated employees are likely to have expectations that meet their qualifications or benefits (such as retirement) that their organisation may be unable to meet which results in low levels of continuance commitment compared to less educated counterparts. The study of Zahra *et al.* (2010) found that benefits like retirement benefits (side-bets theory) have a strong relation to continuance commitment. Iqbal (2010), Mathieu and Zajac (1990) and Paul (2004) also suggested that qualified employees recognised that the availability of comparable employment alternatives were not as limited to them as compared to their counterparts who did not have qualifications.

The tests showed a significant relationship between level of education and normative commitment. The Post Hoc test results indicated that analysts with Honors or B-Tech have a highest normative commitment than analysts with Degrees which is line with Celik's (2010) study. Celik's (2010) study found that better educated TPP's showed high level of normative commitment to the police organisation than their less educated counterparts.

The ANOVA test results showed no statistical difference in significance in perceptions of analysts of different ranks or position towards affective and continuance commitment. Jenks, Carter and Jenks (2007) study results were inconsistent with current study results. They found a significantly positive relationship between job tenure in police organisations and affective commitment. The suggested explanation to the correlation in this study was similar to other explanations from other studies that having an opportunity to participate in decision making, making inputs about the goals of the organisation and receiving regular feedback was valued by

respondents, especially in bureaucratic structured organisations like the police where authority is valued (Ferreira and Coetzee, 2010; Meyer *et al.*, 1998; Zahra *et al.*, 2012; Salami, 2008). The other view is that a higher rank in the police is highly correlated with job tenure and so this study is of the view that one must put in time before being promoted to a higher rank, which results in higher levels of continuance commitment in older officers (Dick and Metcalfe, 2007).

The study findings showed no significant difference on analysts' rank and normative commitment which is opposite to the study by Dick and Metcalfe (2007). However, in the current study, other ranks were not well represented in the sample since ninety percent of the participants were in the same rank. In Dick and Metcalfe's (2007) study, both male and female junior rank officers who were participants in the study showed low levels of normative commitment because they were limited in expressing their views in decision making and they disliked the poor management style they were experiencing in the police.

The current study results showed no statistical difference in significance in perceptions of analysts of different tenure towards affective and normative commitment. This study differs from studies that associated job tenure and high rank in police organisations, which results in older officers demonstrating high levels of affective and normative commitment in the organisation (Jenks *et al.*, 2007; Dick and Metcalfe, 2007).

The findings showed no significant difference in analysts of different tenure or length of service and continuance commitment but the Post Hoc test shows a significant difference between analysts' tenure, with analysts with tenure between 16 and 20 years showing high levels of continuance commitment than analysts with tenure between 1 and 5 years. The study result is not in line with the study that Paul (2004) conducted. In Paul's (2004) study, participants showed a similar perception towards continuance commitment and study results expressed that this continuance commitment was based on the costs that are associated with leaving the organisation.

5.2.3. Measures of central tendency and dispersion

5.2.3.1 SAPS promotion policy

The results indicate that the mean and standard deviation for SAPS promotion policy of the respondents are 13.38 and 4.72, respectively. The mean score for SAPS promotion policy indicates that respondents show lowest approval of SAPS promotion policy. The majority of the analysts who were participants in this study showed lowest approval of SAPS promotion policy. The majority of analysts felt that their commitment to the organisation can improve if FSL can adopt its own promotion policy that is relevant to their requirements. The other feedback that transpired from the questionnaire on promotion policy is that the majority of the analysts feel that the way SAPS promotion policy is currently implemented demoralises highly skilled and committed analysts. They feel that analysts who are committed and who qualified for posts are not promoted.

The current study findings are supported by studies conducted by Myers (2008) and Newham *et al.* (2006). The studies of Myers (2008) and Newham *et al.* (2006) found that most police officers often believed that political connections play an important role in promotion decisions in police organisations. Police officers also believed that chances for promotion and mobility within the police organisation are limited and that high-performing and committed employees are not recognised through promotion (Myers, 2008). Newham *et al.* (2006) recommended that the current SAPS promotions policy and its practices be reviewed in order to identify shortcomings that may exist in allocating the right people to the right posts.

5.2.3.2 Three Dimensions of organisational commitment

The respondents in this study expressed a low level of affective commitment and normative commitment but high levels of continuance commitment.

a) Affective commitment

The mean score for affective commitment indicated that the analysts expressed a low level of affective commitment. The analysts in this study expressed a low level of affective commitment because the majority do not feel that the problems and goals of FSL are their own and they would not be happy to spend the rest of their career in FSL. The current study findings are in line with the findings of the study conducted by Van Dyk and Coetzee (2012). Van Dyk and Coetzee's (2012) study showed that the participants' intention to stay or leave their organisation was a significant predictor of their affective commitment. Meyer and Allen (1991) defined affective committed employees as those employees that are emotionally attached to the organisation and involved in the problems and future goals of the organisation. Bragg (2002) referred to these type of employees as employees that have a "want to" be commitment attitude. These are devoted workers who are loyal and want to remain with their organisation. They are prepared to go out of their way or go the extra mile to deal with problems of the organisation and take extra responsibility.

b) Normative commitment

The current study mean score for normative commitment indicated that respondents show a low level of normative commitment. The majority of analysts expressed that they will not feel guilty to leave FSL for another organisation because they do not believe in loyalty and do not feel a sense of moral obligation to remain with FSL. According to Bagraim (2003), employees experience normative commitment due to their internal belief that it is their duty to do so; normative commitment encompasses an employee's felt obligation and responsibility towards an organisation and is based on feelings of loyalty and obligation. Bragg (2002) referred to these employees as an "ought to" commitment type. The "ought to" commitment refers to employees who feel obligated to stay with the organisation. Bragg's (2002) study found that these employees have a value system that says it is not the right time to leave the organisation.

c) Continuance commitment

The mean score for continuance commitment indicates that analysts who responded showed a high level of continuance commitment. The majority of analysts expressed that staying with FSL is a matter of necessity as much as a desire and the scarcity of alternative employment and costs associated with leaving FSL were the main reasons preventing most analysts from leaving FSL. The current study findings are consistent with other study findings (Paul, 2004; Meyer and Allen, 1991; Bragg, 2002). Bragg (2002) referred to these employees as “have to” to be committed types. Bragg’s (2002) study findings considered these employees as workers who are trapped workers. They remain with the organisation for many or different types of reasons. One of the reasons would be scarcity of employment alternatives elsewhere. According to Bragg (2002), these employees have undesirable behaviours such as absenteeism, bad attitudes towards work and their colleagues, poor performance and habits, and disobey organisational rules and regulations and instructions from management and supervisors.

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The important finding of the measures of central tendency was that continuance commitment was stronger than affective and normative commitment among forensic analysts in FSL-KZN.

The results of the Meyer and Allen (1991) organisational commitment scale (Table 4.25 in Chapter 4) showed that continuance commitment was higher than affective and normative commitment. It also showed that analysts expressed a low level of affective and normative commitment and high levels of continuance commitment. Thus, the study findings indicate that out of the three dimensions of organisational commitment, continuance commitment was found to be the most dominant form of organisational commitment that drives the participation of analysts in FSL.

5.3 Summary

Chapter Five provided a discussion of the study findings in line with the research questions and literature reviewed. The study findings revealed a significantly positive relationship between SAPS promotion policy and dimensions of organisational commitment (affective and normative commitment) and not continuance commitment. The study findings also indicated no significant difference between a number of biographical variables and the three dimensions of organisational commitment (affective, normative and continuance commitment). The next chapter will comment on whether the main findings answered the research questions of the study and recommendations and conclusions from the study findings will be provided.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The study examined the impact of SAPS promotion policy on the organisational commitment of forensic analysts in FSL-KZN. The main objectives of the study is to determine the impact of the South African promotion policy on the three dimensions of organisational commitment (affective, normative and continuance) of forensic analysts and the relationship between these three dimensions of organisational commitment and analysts' biographical variables. The other main objective of the study is to determine the form or type of organisational commitment between the three dimensions of organisational commitment that drive the analysts to continue to work for FSL.

6.2 Findings

The study findings show that there is a significant and positive relationship between SAPS promotion policy and affective and normative commitment, but not continuance commitment. The study reveals no significant relationship between SAPS promotion policy and continuance commitment. Thus, it can be concluded from the study findings that SAPS promotion policy has an impact on the affective and normative commitment of the forensic analysts but not on their continuance commitment. The results also show that promotion policy has the strongest impact on affective commitment as compared to normative commitment.

The study findings revealed different perceptions between analysts biographical variables and the three dimensions of organisations commitment (affective, normative and continuance commitment). The results are as follows:

- There is no statistical difference in significance in perceptions of respondents of different age groups and gender groups towards affective and normative commitment.
- Analysts of different marital status, gender, ranks and tenure showed similar perceptions towards affective, normative and continuance commitment. The Post Hoc results however indicated a significant difference between analysts' tenure and continuance commitment.
- There is no significant difference between analysts' level of education and affective and continuance commitment but the Post Hoc tests revealed a significant difference on analysts' level of education and continuance.
- There is a significant difference between analysts' age group and continuance commitment.
- There is a significant difference between analysts of different levels of education, ranks and normative commitment. However, the findings pertaining to ranks is not particularly meaningful since analysts' ranks were not well represented as the majority of the analysts were in the same ranks.

The study findings also revealed that out of the three dimensions of organisational commitment, continuance commitment was found to be the most dominant form of organisational commitment that drives the continuous participation of analysts in FSL. The above-mentioned findings from the current study address the objectives and answer the research questions.

6.3 Recommendations

The overall findings of the study were revealed in the previous section, so the current section will attempt to make a contribution to address the problems based on these findings. Recommendations to improve the findings on organisational commitment are made below:

6.3.1 Affective commitment

The study showed that promotion policy is a significant predictor of analysts' affective commitment. It also indicated that there are other important factors contributing to organisational commitment besides SAPS Promotion Policy. One of the pitfalls of SAPS promotion policy that the current study has identified from other studies is the use of unofficial promotion criteria. Gröbler *et al.* (2006) refer to unofficial promotion criteria as promotion that is based on social factors such as membership of certain political parties, family networks and even friendships. One way to avoid such practice in FSL can be through a decentralised management structure.

Each provincial FSL must be managed by its provincial management and report to its own provincial government, like other provincial SAPS units and provincial departments. HRM practices related to promotion policy, promotion allocation and trainings need to be managed by the provincial office. This suggestion is informed by unhappiness that is felt by analysts who are working at provincial FSL. They feel that a national FSL which is responsible for promotion distribution decisions tends to overlook provincial FSL and only focuses on members who are working at national FSL, since they are not represented during these decisions. This practice has been regarded as one of the reasons for lack of growth opportunities in provincial FSL which analysts see as unfair practice of promotion policy and is seen as the reason for lack of affective commitment by members. The other benefits of a decentralised management structure pertaining to promotion policy are as follows:

- Analysts will feel more secure and identify their long-term goals with the organisation if it provides them with first choice of promotion.
- Promotion from within the province will enable provincial FSL managers to use their analysts to the greatest possible extent. Effective promotion criteria will permit the provincial FSL to match its continuous needs for competent personnel with qualified analysts who will be able to apply the skills that they have developed.

Other HRM practice that can be introduced to improve affective commitment from analysts is a career path that is relevant to the employees of FSL. Currently, FSL staff follow career path similar SAPS staff. According to the current SAPS career path, once an individual is promoted to the officer rank (from captain upward) they are automatically assigned to management roles. It will be better for FSL to create a dual career path in order for those analysts who are not interested in a career in management, but who are interested in specialising in a case analysis to follow that career path. They will be able to be promoted to more senior positions and be able to focus their career goals on their specialised area of interest which they are comfortable with, since this will help to improve their affective commitment.

6.3.2 Normative commitment

The study also finds a significant relationship between normative commitment and promotion policy. A recommendation to improve the normative commitment of analysts is to improve the promotion policy and advancement opportunities as indicated in how affective commitment can be improved through promotions. An HRM practice that can be valued by analysts and can increase their sense of moral obligation to remain with the organisation could be the fast tracking of accreditation of FSL. The accreditation of the laboratory would need forensic analysts to belong or be registered with certain councils that govern the operations of forensic analysts and this comes with benefits to the forensic analysts, such as the following:

- FSL will be responsible for its own staffing and HRM practices which are in line with the required international standard of accredited laboratories. Recruitment and promotion policy would be based on merit.
- Ongoing development training that is in line with the international standards of other accredited laboratories, and not only ones determined by SAPS HRM which analysts feel are not in line with FSL goals.
- It will be easy to introduce a career path that is clear for forensics analysts and will make it easy for them to determine career goals that are in line with the future goals of FSL. A clear career path will also enable analysts to position themselves with a specific required standard of promotion policy.
- It will improve their benefits and salaries to be in line with other accredited laboratories.
- Improved working conditions that are in line with accredited laboratories.

If forensic analysts are working under an accredited laboratory, they may feel valued and this could make them feel obligated to stay with the organisation.

6.3.3 Continuance commitment

Continuance commitment was found not to be significantly related to promotion policy. This means that improving promotion policy would have no impact on the continuance commitment of the analysts. Other HRM practices apart from promotion policy, can be improved to change

the attitudes that transpired from this dependent variable from the study. According to the study findings, the majority of analysts remain with FSL because of costs associated with leaving the organisation, coupled with the scarcity of alternative employment. The current continuance commitment attitudes can be changed by focusing on strategic compensation practices. The forensics analysts are currently earning a scarce skills allowance which is three times lower than that of the SAPS special task force. The scarce skills allowance is an allowance which does not form part of the salaries of analysts. This means it does not increase with the annual salary increment and does not make a contribution to an analysts' retirement allowance. The inequality of the scarce skills allowance must be addressed and brought in line with that of the SAPS special task force. It must be included in an analysts' salary so that it can contribute to their future retirement investment because one of the reasons for employees' continuance commitment is the investment (such as retirement benefits) that they have made with an organisation.

The other finding that is indicated by the study is that continuance commitment was the dominant dependent variable that drives continuous participation of the forensic analysts to the organisation. The current continuance commitment that is demonstrated by analysts is similar to the "have to" type of commitment as described by Bragg (2002). Bragg (2002) stated that the "have to" employees demonstrate negative attitudes towards their organisations and their colleagues. These employees display bad attitudes such as absenteeism and poor work performance, and bad habits such as disobeying organisational rules and regulations and instructions from management and supervisors.

The findings of the current study, therefore, suggest that attending to FSL HRM practices that impact affective and normative commitment of the forensic analysts such as promotion policy, strategic compensation, introducing a clear and relevant career path, and decentralisation of FSL may help to increase their psychological attachment and sense of moral obligation. Increased affective and normative commitment can help to neutralise the "have to" type of continuance commitment and could instead translate into a commitment that is associated with a willingness from the analyst to be prepared to spend the rest of his/her career with the organisation because of potential future benefits such as specialised skills and high retirement benefits.

6.4. Limitations of the study

Although the current study findings raise important considerations about the impact of the SAPS promotion policy on the organisational commitment of forensic analysts, there are a number of limitations that should be noted.

- The generalisibility of the results may be limited because the research was conducted only with forensic analysts that are based in FSL-KZN. While it may be argued that the results could be relevant to all the FSL's, this may still have bias in the study results.
- The sample representative in FSL-KZN is limited, especially due to the majority of the analysts being warrant officers, which might have impacted the findings.
- The study findings indicated that there are other important factors contributing to organisational commitment besides SAPS promotion policy that were not included in the study.
- The researcher is working for the same organisation as the study participants, which may have resulted in an element of bias from respondents when answering the questionnaire, which could have affected the results.

Future studies addressing the current topics and new research avenues should be undertaken, bearing the above limitations in mind.

6.5. Suggestions for future research

Based on the identified limitations of the study and findings of the current study, recommendations for future studies are as follows:

- The study topic should be conducted amongst all SA FSL divisions under SAPS to avoid biasness of results.
- The study topic should be conducted with all SA FSL divisions under SAPS which will result in better representation of biographical variables.
- Future studies should include a qualitative approach in addition to the quantitative approach that was used in the current study. A qualitative approach such as conducting interviews

could identify other independent variables that have an impact on the organisational commitment of forensic analysts, other than SAPS promotion policy.

- Future studies need to be conducted by a neutral entity or researcher to eliminate the possible element of bias from the study participants.

According to the study findings, there are a number of other independent variables beside SAPS promotion policy that this study was unable to examine. Therefore, the current study findings encourage new study areas and the following topics that arise from the current study should be considered for future studies:

- The impact of centralised FSL management structure on the organisational commitment of forensic analysts in provincial FSL's.
- The impact of the analysts' career path on organisational commitment.
- The benefits of FSL accreditation on organisational commitment.

6.6 Summary

The current study has provided an insight into the impact of South African Police promotion on the organisational commitment of forensic analysts in the FSL in KwaZulu-Natal. It has shown that South African Police promotion policy has an impact on the most critical components of organisational commitment (affective and normative commitment). The study findings are in agreement with previous study findings, which suggested that the FSL needs to have its own promotion policy that is relevant to the expertise and specialised skills that forensic analysts possess. As literature also noted that, commitment is not an attitude that people bring into the organisation but one they acquire from their experience of the exchange between organisation and employee. The study findings somehow give a picture of the attitudes that forensic analysts had acquired from being members of the FSL which SAPS HRM can start from to build positive attitude which is associated with fulfilling the goals and vision of the organisation. So the findings of the study might provide some useful information for South African Police human resource and FSL Management Division who wish to use and analyse the data for the benefit of the Forensic Science Services Division.

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Appendices

Appendix 1: Questionnaire

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Respondent,

MBA Research Project

Researcher: Nhlahla Lawrence Zincume (031-9040723)

Supervisor: Cecile Gerwel (031 260 8318)

Research Office: Ms P Ximba (031-2603587)

I, Nhlahla Lawrence Zincume am an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled *The impact of South African Police promotion policy on organisational commitment of forensic analysts*. The aim of this study is to identify the effective promotion policy or Human Resource Management practice/policy that is relevant to Forensic analysts.

Through your participation I hope to understand the impact of South African Police promotion policy on forensic analysts commitment to the organisation (Forensic Science Laboratory). The results of the focus group are intended to contribute to Forensic Science Laboratory Management and South African Police Human Resource Management.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 15 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by participant

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project

Researcher: Nhlahla Lawrence Zincume (031-9040723)

Supervisor: Cecile Gerwel (031 260 8318)

Research Office: Ms P Ximba (031-2603587)

CONSENT

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

Section 1

Biographical information

- Age:** 1. 20-30 2. 31-40 3. 41-50 4. 51-60
- Job experience:** 1. 1-5 years 2. 6-10 years 3. 11-15years 4. 16-20 years
- Gender:** 1. Male 2. Female
- Marital status:** 1. Married 2. Single
- Qualifications:** 1. Matric 2. Diploma 3. Degree 4. Honors/B-Tech 5. Masters
- Job level (Rank):** 1. Warrant Officer
 2. Captain
 3. Lt Colonel
 4. Colonel

Section 2

Instructions

Read the statements in Table 1. Mark a tick (√) in the column that best describes the extent to which you agree or disagree that SAPS promotion policy (Rank system) fulfils the statement being mentioned using the following scale: (1) strongly disagree (2) disagree (3) neither agree or disagree (4) agree and (5) strongly agree.

Table 1

		Promotion policy scale				
No	Statement	1	2	3	4	5
PS1	The SAPS promotion policy (Rank system) enhances the commitment of the analysts because it uses clear and transparent criteria					
PS2	The way the SAPS promotion policy is currently implemented is demoralising people who are highly skilled and who are committed to FSL					
PS3	The SAPS promotion policy is fair and effective because only people who are committed to the organisation and qualified for the post are promoted					
PS4	Completing my Forensic Science Laboratory (FSL) in-house training is very important to me because it increases my chances of getting promoted					
PS5	My commitment is no longer with FSL because of its promotion policy; therefore, if I further my studies I will enroll into fields that will assist me to obtain employment outside of the FSL					
PS6	I was going to commit my career goals towards goals of FSL if the promotion policy was different from the current one					
PS7	Forensic analysts' commitment can improve if FSL can have its own promotion policy that is different from SAPS promotion policy					

Section 3

Instructions

Read the statements in Table 2. Mark a tick (√) in the column that best describes the extent to which you agree or disagree that your organizational commitment fulfils the characteristics being described using the following scale: (1) strongly disagree (2) disagree (3) neither agree or disagree (4) agree and (5) strongly.

Table 2

Meyer and Allen Organisational commitment scale						
Affective organisational commitment scale						
No	Statement	1	2	3	4	5
AOCS1	I would be very happy to spend the rest of my career with FSL					
AOCS2	I enjoy discussing FSL with people outside the organisation					
AOCS3	I really feel as if FSL's problems are my own					
AOCS4	I do not feel 'emotionally attached' to FSL					
AOCS5	FSL has a great deal of personal meaning for me					
AOCS6	I do not feel a strong sense of belonging to FSL					
Continuance Organisational Commitment Scale						
COCS1	I am not afraid of what might happen if I quit my job without having another one lined up					
COCS2	Too much in my life would be disrupted if I decided I wanted to leave FSL now					
COCS3	It would not be too costly for me to leave my organization now					
COCS4	Right now, staying with FSL is a matter of necessity as much as desire					
COCS5	One of the few negative consequences of leaving my job at FSL would be the scarcity of available alternative elsewhere					
Normative Organizational Commitment Scale						
NOCS1	One of the major reasons I continue to work for FSL is that I believe that loyalty is important and I therefore feel a sense of moral obligation to remain					
NOCS2	If I had not already put so much of myself into FSL, I would consider working elsewhere					
NOCS3	If I got another offer for a better job elsewhere, I would not feel it was right to leave FSL					
NOCS4	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore					
NOCS5	Things were better in the days when people stayed with one organisation for most of their career					

Appendix 2: Ethical Clearance Approval



7 September 2012

Mr Nhlahla Lawrence Zincume 963064329
Graduate School of Business & Leadership
Westville Campus

Dear Mr Zincume

Protocol reference number: HSS/0824/012M
Project title: The impact of South African Police promotion policy on organisational commitment of Forensic Analysts

EXPEDITED APPROVAL

I wish to inform you that your application has been granted Full Approval through an expedited review process.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....
Professor Steven Collings (Chair)

/px

cc Supervisor Cecle Gerwel
cc Academic leader Dr S Bodhanya
cc School Admin. Ms Wendy Clarke

Professor S Collings (Chair)
Humanities & Social Sc Research Ethics Committee
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Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

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