

The finding that there is no difference between job satisfaction of males and female is supported by Clark (1997) who conducted a large scale survey in order to examine firstly if there was a difference in job satisfaction between male and female performing identical jobs roles and tasks. Findings of the research indicated that there was no significant difference in satisfaction between male and female employees performing the same job. Numerous studies corroborate the findings that no gender differences exist in job satisfaction (Azim, 2013; Clark, 1997; Mabekoje, 2009; Vlosky & Aquilar, 2009)

In contrast to the above findings Marsden, Kallenberg and Cook (1993) found a small but significant difference indicating that men display higher organisational commitment than women. Men were more satisfied than females, the research found that normative commitments of male workers are higher than that of female workers whereas affective commitments of female workers are higher than that of male workers. Additionally, Abdul-Nasari, Mansah, Amponsah, Tawiah, Simpen and Kumasey (2013) conducted research on organisational commitment of public service employees and found that there was a difference between gender groups with males being more committed than their female counterparts.

In support of the findings Mohammed and Elswed (2013) found no significant relationship between the variables and tenure. McCaslin and Mwangi (1994), Manthe, (1976), Boltes et al., (1995), and Bertz and Judge, (1994) found that overall job satisfaction increased as the years of experience increased as cited in Mohammed and Elswed (2013). Contrary to the findings, Bedeian, Farris, and Kacmar, (1992) and O'Reilly and Roberts, (1975) did not support the relationship between job satisfaction and years of experience as cited in Mohammed and Elswed (2013). Research on organisational commitment and tenure, as cited in Mohammed and Elswed (2013) has found that a positive relationship exists between organizational commitment and level of experience (Meyer & Allen, 1997; Mowday, et al., 1982). It can be deduced that as tenure increases then levels of experience increase as you are promoted within the organisation, acquire more skills, knowledge, responsibility and autonomy resulting in an increase in satisfaction and commitment.

6.6 LIMITATIONS AND RECOMMENDATIONS

The research was conducted in one arm of the SANDF and within a specific geographic area thus the findings of the study cannot be generalised for the SANDF. As the majority of the respondents were males it was difficult to make a comparison between males and females. Additionally, the majority of the respondents were from the operational occupational class making it difficult to make comparisons between all the classes. The results as such can only be used for this particular sample and not for the broader population or gender and classes in the organisation.

A recommendation would be a larger study, with a larger sample size, with respondents from a greater geographic area as well as a fair balance between the different demographic categories e.g. gender and occupational classes.

6.7 CONCLUSIONS

The conclusion of the study is that there is a strong positive relationship between organisational commitment and job satisfaction however the officers in the sample have below average levels of satisfaction and commitment. The organisations Human Resource Department need to develop and implement plans in order to improve the levels of job satisfaction experienced by the commissioned officers which in turn should improve organisational commitment.

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