



**WORK-FAMILY CONFLICT AND ORGANISATIONAL COMMITMENT
AMONGST FATHERS IN THE SOUTH AFRICAN NATIONAL DEFENCE FORCE**

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Compulsory Declaration

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“In God we trust.”

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Abstract

There is a conceptual and empirical underrepresentation of working fathers in the work-family literature. Fathers are increasingly encouraged to help raise their children, assume parental responsibilities, and assert parental rights. Many organisations, even the military, are trying to assist workers in balancing work and family obligations. The expectation is that the effective management of work-family conflict will result in positive organisational outcomes, such as organisational commitment. This study examines the relationship between work-family conflict and three components of organisational commitment (affective, continuance, and normative) among fathers in the South African National Defence Force. Data was collected using a paper-based survey. After data cleaning, there were 132 usable questionnaires from uniformed members of the SA National Defence Force (9 SAI) based in Cape Town. The correlation analysis revealed no significant relationships, with medium to large effects, between work-family conflict and any of the organisational commitment dimensions. Contrary to expectations, the regression results indicate that work-family conflict does not explain significant variance in affective commitment. Work-family conflict also explains significant variance in continuance and normative commitment. Moderation analysis, using PROCESS, showed that neither marital status nor deployment history moderates the relationship between work-family conflict and any component of organisational commitment.

Keywords: military, organisational commitment, South African National Defence Force, deployment, work-family conflict

List of Abbreviations

9SAI	9 South African Infantry Battalion
AC	Affective Commitment
ACS	Affective Commitment Scale
CC	Continuance Commitment
CCS	Continuance Commitment Scale
DOD	Department of Defence
DV	dependent variable
EFA	Exploratory Factor Analysis
IV	independent variables
KMO	Kaiser-Meyer-Olkin test
NC	Normative Commitment
NCO	non-commissioned officers
NCS	Normative Commitment Scale
OC	Organisational Commitment
SANDF	South African National Defence Force
SD	Standard deviations
UN	United Nations
WFC	Work-Family Conflict
WFCS	Work-Family Conflict Scale

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Work-family conflict is a common experience among working adults and has been linked to negative home and work outcomes (Brown, 2020; Shinn, 2018 & Soomro, Breitenecker & Shah, 2018). Multiple factors may influence the experience of work-family conflict. Research evidence shows that work-family conflict (WFC) is caused by demands and expectations that individuals face at work and home (Dalal & Singh, 2020; French, Dumani, Allen & Shockley, 2018 & Hobfoll, Ritter & Lavin, 2017). Organisational commitment (OC) is an employee's psychological bond with their employing organisation that has been conceptualised as consisting of three components: affective commitment (emotional connection with the organisation), normative commitment (a felt obligation to stay in the organisation), and continuance commitment (perceived cost of not being in the organisation). The relationship between WFC and OC has been well established, but the mechanisms underlying this association remain unclear. This study examined whether work-family conflict contributes to organisational outcomes through its impact on affective, normative, and continuance commitment. Such conflicts have not been extensively investigated among fathers working as officers across different ranks in the military, which will be addressed in the study.

The effects of work on the family can be fatal, especially in the military environment, where weapons are freely available. The struggle between soldiers' professional responsibilities and their family obligations has been linked to higher intimate partner violence among military couples (Gillespie, Robinette, & Smith, 2019). According to Singh (2022), a stressed South African soldier was sentenced to life in prison for killing his wife in her sleep, and another was convicted of tampering with his wife's parachute (Chambers, 2018). In Versluis (2020), an SANDF soldier, on his return from deployment in Burundi in 2003 for a peacekeeping mission, shot and killed his children and injured his wife. It was alleged that violence stemmed from the soldiers spending too much time on military operations. Results from a recent study of military couples suggest that over commitment to the military organisation is a critical factor in predicting intimate partner violence (Watson, Fowers, & Watson, 2020). The research showed that those in the military with a stronger sense of loyalty to their organisation were more likely to be perpetrators of intimate partner violence. This implies that those who are more devoted to their military work may suffer greater WFC, which results in a greater amount of intimate partner violence in military relationships. Research has also shown that WFC increases the risk of physical and psychological violence at home; employees experiencing WFC are more likely to be stressed and irritable (Mumford, Siedlecki & Smith, 2020), which leads to arguments and disputes with their partner, which can ultimately lead to violent behaviour. Furthermore, WFC

has also been found to lead to an increase in substance abuse and depression, which can contribute to violent behaviour in the home (McKay & McDaniel, 2017).

WFC has been shown to have a detrimental impact on employees' OC. For example, when employees are experiencing WFC, they are more likely to become emotionally and physically exhausted, leading to an overall reduction in OC (Lam, Law & Chan, 2019). Furthermore, when employees experience high levels of WFC, it has been found that they are more likely to leave their current job and seek alternative employment (Kinnunen & Mauno, 2018). The results indicate that WFC has a significant effect on the overall commitment of employees to their organisations.

This study seeks to investigate whether WFC affects OC among members of the SANDF. This paper explores the relationship between work-family conflict and organisational commitment among fathers in the SANDF. This paper aims to offer a valuable perspective on fathers' lives in the SANDF. It will expand knowledge of how work-family conflict affects fathers' commitment to the organisation. It is expected that this study will shed light on the elements that affect fathers' commitment to the SANDF and give valuable data to organisations looking to assist their personnel and families.

Problem statement

The purpose of this study is to examine the impact of WFC on fathers' OC. Previous research has largely ignored the role of fathers in the organisation, and more research needs to be on fathers' WFC experiences and its impact on their OC. The current study is important to understand the different aspects of WFC and OC among SANDF members. This is particularly important as fathers in this organisation have had to take on a more central role in the lives of their children as the war against Covid-19 reached its peak. In addition, the media has highlighted how this role conflict can lead to various dysfunctions in working fathers. The study will examine whether demographic variables such as marital status significantly impact the extent of WFC and OC. It will also examine the moderating effect of deployment on the relationship between WFC and OC. This research will use a quantitative approach to identify the different factors that may lead to WFC and their relative impact on fathers' commitment to the organisation. This will help improve the effectiveness of the SANDF as most of its members are male.

Aims of the research

The research aims to investigate the association between WFC among fathers in the SANDF by examining three forms of OC (Affective Commitment, Continuance Commitment, and Normative Commitment). Additionally, the study seeks to determine if WFC explains a significant amount of the variance in OC and whether marital status and deployment moderate the relationship between WFC and OC for the fathers in the SANDF.

Research questions

Does WFC have a significant relationship with OC among fathers in the SANDF?
Does WFC explain significant variance of OC? Do marital status and deployment moderate the relationship between WFC and OC of fathers in the SANDF?

Structure of the Dissertation

This dissertation is divided into five chapters, each with several subsections. The first chapter briefly introduces the topic, problem statement, the research aims, research questions and an outline of the dissertation structure. The research literature review in chapter two focuses on WFC and OC. The methodology chapter, which provides an overview of the study's operation, contains detailed descriptions of the study's methodologies. This section contains information about the data collection process, the measurements employed, and participant information. The findings are summarised in Chapter 4, and the statistical techniques and analysis are described. A summary of the findings concludes the chapter. In the discussion chapter, the results are explored concerning the literature and their implications for the organisation. This chapter discusses the study's shortcomings and the ramifications of the findings. The literature cited in the dissertation is included in the list of references at the end of the dissertation. The questionnaires are included in the Appendix.

Chapter 2: Literature Review

Work-family conflict

Work-family conflict refers to employees experiencing conflict due to inappropriate responsibilities and time management related to work and family (Bowen & Zhang, 2020). As a result of the relationship between work and family, there is a conflict between issues at home and work, which represents a struggle for balance in both. WFC has gathered attention from researchers since the 1980s. Miller and Riley (2022) explained the term work-family conflict as an inter-role conflict resulting from work and family-related demands on resources, time, or actions. Seltzer (2019) claimed that WFC could be used when work and family obligations create conflicts among individuals. Behavioural scientists agree that the demands and desires of work often clash with those of the family and that this is a crucial assumption of WFC (Sirgy & Lee, 2018). Kiburz, Allen & French, (2017) found that employees have to face a stricter role of managing job and family obligations simultaneously and simultaneously. Studies such as the one conducted by Allen, Finlay, Roberts & Baughman (2019) on the impact employees face due to Work-life conflict as they cannot balance both aspects have resulted in a significant body of literature dealing with WFC (Mumu, Tahmid & Azad, 2021).

Employees are expected to experience increasing expectations and requirements from the organisation they work for, and continuous pressure from their family and their own life can contribute to the WFC experience (Wang, Ma & Guo 2020). These factors also comprise the employer or superior, as well as their specific work tasks and demands, which will create problems in their personal life, especially if one takes into consideration the nature and needs of the job roles, long job duration, which leaves little time to be spent at home, and an inflexible schedule (Kusumanegara, Asmony & Numayanti, 2018). According to Hirschi, Shockley & Zacher (2019), family and its expectations can affect the individual's performance at work and vice versa; work-related variables and gender differences can cause work and family roles to become unbalanced, and this can cause WFC. These interrelated factors are thus creating a vicious cycle.

Since the work environment is constantly changing and being adapted to global trends, employees and companies expect their staff to become more effective in multitasking and meet tighter deadlines as they have to ensure sustainability in the long run (Mättig, Döltgen, Archut, & Kretschmer, 2018). In this context, employees are often confronted with such difficulties

and the need to earn more to provide for the family, increasing WFC (Rothbard, Beetz & Harari, 2021). Over the past century, changing demographic and social trends have also driven change in the roles of the individual family members and thus the family dynamics, with individual nuclear families only comprising the family and children increasing compared to joint families. Many family structures now exist as single-parent, gay or childless families have become popular worldwide among employees working in several industries (Zaborskis, Kavaliauskienė, Eriksson, Dimitrova & Makari, 2022). The fact that every individual may live in isolation with the limited influence of relatives and parents and the limited presence of sisters can lead to work-life conflicts among the single individual (Mensah & Adjei, 2020). The family concept is changing, and old definitions have become outdated. WFC and the challenges associated with these conflicts have become a concern among social and behavioural scholars for ensuring better well-being outcomes among the individuals in the group (Gupta & Srivastava, 2021). Thus, the tension between work and family demands has been studied concerning different organisations and demographics of the population.

Theoretical approaches to work-family conflict

To explain the connection between work and family life besides the WFC, theories like spill-over, segmentation, and conservation of resource theory have been used. Segmentation theory has distinguished between work responsibility and family as distinct attributes, with each having different expectations and responsibilities, which require dedicated efforts from the individual (Zhang, Moeckel, Moreno, Shuai & Gao 2020b). Segmentation is another way of describing how boundaries are established between two aspects, and an individual tries to balance the two (Cerrato & Cifre, 2018). WFC has been a psychosocial risk receiving significant attention from researchers as it impacts family and work life (Ammons & Kelly, 2015). Segmentation of the existing resources among the two domains is done according to the preference among the individuals and hence cannot be generalised. Separating family life and work life can be accomplished by establishing clear boundaries between the two domains and ensuring the resources and responsibilities are equally managed among both aspects (Hislop et al., 2015).

Researchers have also used the spill-over effect between work and home (Sirgy, Lee, Park, Joshanloo & Kim, 2020). Spill-over has been considered concerning values and dedicated time resources among unique positions, which may or may not include monetary compensation. A work-family spill-over has been argued to occur. Work emotions and other

aspects impact the personal life of the individual (Carlson, Thompson, Crawford & Kacmar, 2019), especially when these spill-overs result in negative consequences. This spill-over is a process that affects the individual in multiple domains. Numerous studies, including the research on the spill-over theory conducted by Awan et al. (2021), have found evidence for spillover effects, where an individual experiences a need to compromise on family time as an outcome of work demands or work overload. Work-family spill-over was divided by Lee, Yu, Sirgy, Singhapakdi & Lucianetti (2018) into three categories: negative, positive, and no spill-over occurring. Positive overflow results from positive experiences in the work environment being transferred to personal lives leading to healthy relations in both places. The negative spill-over occurs when limited resources impact the functioning of the individual in both work and the family domain, thus creating a situation of mutual disadvantage, which leads to further deterioration.

Hobfoll's Theory of Resource Conservation classified work and family demands and working hours as resources, as Orellana, García, Miranda-Zapata & Schnettler, (2022) studied. According to a study by Salazar and Diego-Medrano (2021) on Hobfoll's theory of the Conservation of Resources, continuously high work demands can physically and mentally exhaust the individual, leading to potential conflicts with the family. The demands made by both families and organisations simultaneously can lead to further stress, as both sides need to be managed by the individual (Hollanda, 2020). This also explains the metaphor used by some as a “drainage system,” in which continuous physical and mental pressure on an individual can lead to conflict and reduce performance in both aspects, i.e. work life and personal life. Findings show that men with WFC experienced increased levels of emotional exhaustion (Leineweber, Baltzer, Magnusson Hanson & Westerlund, 2012). In addition to being expected to provide more resources for families, fathers tend to work more to provide financial assistance to their children, which leads to a further increase in demand among individuals (Schieman, Badawy, Milkie & Bierman, 2021). The assumption is that responsible fathers will always feel pressure to accumulate more resources for the well-being of the individual, which can increase the conflict (Brandth & Kvande, 2019) and that there is a greater risk that they will lose mental peace while fulfilment of multiple roles which require monetary currency (Neale & Davies, 2016). Since men are expected to be economic providers as fathers, they must work harder than their female counterparts after delivering the children, further adding to existing conflict and stress (Hodges & Budig, 2010). According to a study, men attempt to work and earn more after children's birth to manage the role better (Chung & Van der Lippe, 2020). Oren and Levin

(2017) discovered that there is a high level of WFC reported in situations where there is a more significant threat of loss in either monetary resources or the ability to sustain, as well as loss of reputation among general society as one leaves a job after delivery of the child.

Work-family conflict and fathers

Gender differences could be attributed to ideologies and cultural norms, which may differ between cultures (Barreto et al., 2021). Risman and Davis (2013) argue that gender plays a decisive role in categorising opportunities and constraints based on gender, and it is about how society ideally establishes different functions for both men and women based on certain aspects and understanding how organisations use gender as a factor to take various operational decisions. Women are valued in traditional African culture for their traditional role rather than their earning capabilities, leading to less work-life conflict when compared with their male counterparts (Akintayo, 2010). Pruett et al. (2019) revealed that fathers contribute less to family activities, even not in basic household activities like cleaning the household or providing nutrition by cooking food. Daminger (2019) listed several factors that can add to the tensions that arise concerning work and family. Such factors can arise from demographic and cultural differences between two genders as established in society. While traditional gender roles have blurred in recent decades, many employees, despite trying to maintain a balance between work and home, find it harder to continuously accommodate both into their daily routines (Spangler & Christie, 2020). It is primarily a question of which part of their lives they want to prioritise daily regarding the available hours. In many families, the most significant factor behind such conflict is not the interchange of roles but the existing financial barriers, which leads to them seeking better opportunities or more stress (Van der Lippe & Lippényi, 2020).

While there is an assumption of unequal involvement in household activities between genders, women are considered more involved in household work than men, leading to less financial contribution (Cerrato & Cifre, 2018). Recently, the media and education have contributed to a positive change in the work by women and men, leading to a transition in the work environment from traditional earning work to managing the individual's lifestyle (Del Boca, Oggero, Profeta & Rossi, 2020). Although both genders are expected to take on their share of responsibilities at home more than in the past, mothers have taken up dual roles of managing work and a household if they try to earn and provide financial stability to the family. None of these programs considers the role of a father in them taking paternity leaves as well (Farré & Gonzalez, 2019). According to Petts and Knoester (2018), few men take paternity

leave. In South Africa, the paternity leave of 10 days does not give fathers enough time to bond with their children during the early stages of their lives. The traditional role of the father as breadwinner is viewed as deprioritising when fathers take parental leave (Haines & Stroessner, 2019). Research has found that children may better appreciate the role played by fathers in their lives if they become actively involved in the lives of children than barely managing the resources (Petts, Knoester & Waldfogel, 2020).

It has been estimated that there is a significant amount of conflict among men when it comes to balancing their time and effort between the demands of their careers and their families (Mainiero & Gibson, 2018). In a comprehensive work-life balance model, research has shown that fathers and mothers have distinct paths that they tend to see as realistic options to choose from (Tellhed, Bäckström & Björklund, 2018). Some research has shown that gender does not significantly impact WFC (Vanmali, 2017). A study on WFC examined gender and intergenerational differences in WFC and discovered that fathers experienced a greater level of WFC (Zhang, Lee, Zhang, Piehler & Gewirtz 2020a). Research findings suggest that fathers with WFC suffer from elevated emotional and behavioural symptoms (Chung, Chan, Lanier & Wong, 2022). Researchers have mostly focused on working mothers' challenges, but there has been little research on the WFC caused among fathers. Based on the absence of literature to support or dispute the findings, further investigation is necessary into the fathers' role and WFC, especially in the military (Long, 2022).

Fathers in the military leave their families at home to fight external battles – a scenario that has played itself out over the centuries. Fathers are often forgotten as an essential component of child development (Bakermans-Kranenburg, Alyousefi-van Dijk & Van IJzendoorn, 2019). Traditionally, it is believed that men's roles as breadwinners and financial supporters are integral to their roles as fathers. However, research has revealed that increasing work-family conflicts can result from men's desire for career fulfilment and satisfying family life (Rollè et al., 2019). According to Robinson, StGeorge & Freeman (2021), most modern communities frequently assume that mothers are the primary caretakers in the home, while they consider fathers the primary breadwinners. Fathers and mothers in their job and family duties had clear associations. Some research found that working fathers took part less in household responsibilities, spent long hours at their jobs and had a work climate that was less supportive of their family lives (Kuo, Volling & Gonzalez 2018). The studies have, however, focussed only on subjective experiences faced by children when their parents are deployed to different

stations, lacking an objective approach. Research revealed that involvement with children was the main worry for military fathers (Carvalho & Chambel, 2017). The absence of men and fathers from their families and home, caused by their military commitments, have led to children feeling the impact of the service member's absence. Such can be calculated based on two factors deployment numbers and cumulative deployment time. It was found that the absence of soldiers from home contributes to mental health problems in the military man's family life (Wong et al., 2022). Research of fathers who have undergone military deployment, many participants reported experiencing significant parenting stress. They encountered specific challenges, including struggling to reconnect with their children and having difficulty adapting their expectations to family life. A big concern among the fathers in that study was that they believed they were missing out on an essential stage of development of children and needed to increase their parenting skills (Silva & Carneiro, 2018).

Research has identified the consequences of not having father figures at home, mainly because of deployment in the military (Pexton, Farrants & Yule, 2018; Bóia, Marques, Francisco, Ribeiro & dos Santos, 2018; Bribiescas, 2021). Children's emotional development depends on their fathers in the same way it depends on their mothers. It is well known that a child's cognitive and social development is greatly influenced by their father's presence, affection, and support. As a result of the separation of fathers and children for a long time, they may get fewer opportunities for direct interaction with them, negatively affecting development (Zhang et al., 2020a). There were reported clinically elevated stress symptoms and anxiety at each stage of the fathers' deployment to child change (Pexton et al., 2018). It was also predicted that "cumulative lengths of parental combat deployments during the child's lifetime contributed to depression and externalising symptoms" (Kadir et al., 2018). Despite the return home of the deployed fathers, children remained adversely affected by the combat deployment of either of their parents, including the father's important role. Children aged three years and up from military families whose parents were deployed for service during wartime exhibited behavioural symptoms and problems higher than those of non-deployed parents (Lewis, 2021). Most of the child-rearing was then totally delegated to the women, as men became less invested in their parenting identity because of their forced absence from home. The absence of fathers has negative results on the development of a child, and the children miss out on being able to form a clear image of a male role model, something that is important for their further development when they emulate their father or other male role models (Brand, 2021).

Most of the research on military fathers in overseas countries was conducted on the impact of deployment on the work-family interface. Deployment forms a big part of every soldier's post-profile duties, including time spent away from home and their families. In Australia, fathers who reported high levels of WFC were working long hours (Leach et al., 2021). In light of increasing evidence that men, and this includes fathers at work and in the families, are expected to fulfil more responsibilities, it is critical to find out how fathers managed to balance the demands placed on them by work and their employers, as well as those placed on them by their families.

Work-family conflict in the military

The South African military, in terms of the Constitution of the Republic of South Africa (1993), the SANDF was created by Section 224(1) as a "legitimate and lawful military force, the only lawful military force in the Republic, to protect it, its sovereignty, territorial integrity, national interests, and people, by its Constitution and international law regulating the use of force" (Constitution of the Republic of South Africa, 1993, Chapter 11, Article 200(2), 113).

In a global context, the increasing demands made during the Covid-19 pandemic have meant additional tasks the military personnel had to implement and monitor lockdowns in South Africa (Gibson-Fall, 2021). To ensure adherence to these stringent rules, the military was deployed in the streets of all major centres and cities to enforce the laws of the National Disaster Act (Kim, Nyengerai & Mendenhall, 2020). Unlike most civilian employment, the military is a 24-hour, seven-day profession, according to Atuel and Castro (2018). It means that a soldier may be recalled to duty anywhere in the country or the world. The long working hours may also cause chaos at home (Brooks & Greenberg, 2018). Researchers from the Portuguese Naval Corps found evidence that work demands play an essential part in WFC (Carvalho & Chambel, 2017). The nature of their employment often separates them from their families for an extended period, depending on their specific deployment and tasks.

Teague (2021) noted that WFC is prevalent, especially in organisations such as the military, where the ideal worker standards are incorporated into the structure. There exist several unique job stressors for military personnel. Rubio, Osca, Recio, Urien & Peiró, (2015) found five working conditions that affect family life due to military life, including risks of injury or death, geographic mobility, separations, living abroad, and normative pressures. Military personnel has traditionally been among the most demand-laden employees, which is

caused by the multiple demands they have to meet. Military employees have an institutional identity with commitment, and their employers expect total, unquestioned loyalty and their country to be equal or greater than that due to family members (Brooks & Greenberg, 2017).

Soldiers are expected to be always ready to take up the responsibilities allocated by their superiors in the military. For example, in the US, according to De Andrade et al. (2018), families should consider how others will take over their household, including legal arrangements to ensure this circumstance will remain in force if the family member dies. The working atmosphere in the military is diverse and multifaceted. Most of the research conducted on WFC is centred on external deployment and combat situations. However, not only those deployed members who experience WFC in Canada found that physical, mental, and emotional work fatigue is also experienced by non-deployed personnel (Frone & Blais, 2019). A study by Bustamante-Sánchez et al. (2020), conducted in Spain, found that soldiers subjected to high-stress levels as an outcome of WFC showed signs of emotional fatigue. The researchers concluded from the findings that soldiers who are mentally drained tend to be stressed by WFC (Bustamante-Sánchez et al., 2020). The link between mental stress and WFC was also explored by Nasirdeen (2019) among military personnel in the Ghanaian armed forces, who discovered elevated levels of psychological pressure and strain in WFC situations.

The deployment of troops and logistical support infrastructure is the shifting of armed forces and infrastructure to different parts of their own country and other countries (Barbee, Correa & Baughan, 2016). This implies that not only do the soldiers have to be ready to be deployed at any time, but their families must also be physically and emotionally prepared for separation at short notice. Military family members begin preparing for the separation when they receive notification that their loved one will be deployed. Often described as self-interested institutions, military institutions demand the unconditional loyalty of their members (Bove, Di Leo & Giani, 2022). Military personnel struggles to juggle two demanding institutions—their work and their families. McCubbin and Marsden (2019), in a quality-of-life survey of data collected from married women military personnel, found that juggling demands add to the soldiers' stress levels and often result in adverse impacts. A specific set of values shapes military culture and beliefs, and soldiers are expected to adjust to and follow the culture of the military (O'Brien, 2020). Families of soldiers often become the source of support and provide the affection needed to counter the effect of the strict rules of military life. Military service and family commitment both require high dedication. Andres, Moelker, & Soeters,

(2011) established that whenever work and family demands are at odds with each other, a conflict is created that is neither beneficial for the organisation nor the family.

Organisational commitment

Behavioural scientists focused on organisational commitment as a research topic since the 1960s. Relationships between individuals and organisations are crucial and play an important role. OC captures how individuals feel about the organisation they work for (Bell and Sheridan, 2022) and can be defined in terms of what the individual perceives as the organisation's compatibility with the individual. The definitions and models of OC emphasize elements such as individual commitment and willingness to exert significant effort for the organisation (Amah & Otunde, 2019). Literature has developed and proposed a variety of definitions and models for OC. Cook and Wall (1980) found that OC is characterised by pride and internalisation of the organisation's objectives, sacrifice for the organisation's benefit, and affectionate attachment to and the need to be part of the organisation. Employees' loyalty to their employer is determined by the degree of OC they feel towards their employer. OC was explained by Haque, Fernando and Caputi (2019), as attachments to organisations as well as a desire to stay in those organisations. Research has discovered that most personnel who are committed to working towards the organisation's objectives and staying with the organisation become long-term employees (Nguyen & Ngo, 2020). Singh and Onahring (2019) developed a model identifying personal factors, job characteristics, and work experience as contributing factors to OC. Building on this model, Mowday, Steers & Porter, (1979) developed and validated the measure of members' commitment to organisations, finding among such categories of factors, attitudinal commitment to be the most common, defined in terms of identification of individuals with an organisation and to remain a member to fulfil the organisational objectives.

OC include a broader term representing the dedication level of employees towards the organisation, which can be affected by internal and external factors. This, however, does not diminish the importance of commitment. Instead, it has increased in recent times. The level of OC is directly connected with the productivity and efficiency of employees and the firm's revenues. The level of commitment also determines the level of employee retention and absenteeism. Thus, it has been a significant concern among managers throughout different organisations, both public and private (Bodjrenou, Xu & Bomboma, 2019). In this regard, Kristiana and Tukiran (2021) mentioned that the organisation's leadership and the effective

work-life balance they provide could influence the organisation's commitment level. These aspects predict an organisation's commitment level, as the employees have to engage with the managers regularly during work. The entire spectrum of work-life balance, rather than its distinct factors, including the leave policy, relationship with other members of the organisation, and social justice principles, affects OC.

Taking Haque et al. (2019) commitment model as a conceptual critique, Solinger, Van Olffen & Roe, (2008) found that the commitment model was rife with conceptual inconsistencies and lacked clear empirical evidence to support its theory. However, Keiningham, Frennea, Aksoy, Buoye, & Mittal, (2015) claim that there is evidence suggesting that habitual and forced commitment models have additional dimensions relevant to many work situations. The detailed analysis provided by Lincoln and Kalleberg (1990) found that committed employees assume personal responsibility for the organisation's success, personal satisfaction, and intrinsic rewards. Although Jano, Satardien & Mahembe, (2019) criticised Haque et al. (2019), the current study will focus on the three dimensions that explain OC. The model includes three components which are affective (AC), continuance (CC), and normative (NC) commitment.

Components of organisational commitment

Al-Jabari & Ghazzawi (2019) developed a three-dimension measure that more effectively predicts OC than previous uni-dimensional models. A great deal of variation in how employees experience these psychological states, which is why it is critical to distinguish between the components of AC, CC, and NC. Some employees might have a strong desire to leave the organisation but are obligated to remain for several reasons; others may feel loyal and committed, while others neither have a strong desire to stay nor a strong sense of obligation. AC refers to an employee's identification with and participation in an organisation, which can be viewed as an expression of their commitment to that organisation and its values (Atrizka, Lubis, Simanjuntak & Pratama, 2020; Meyer et al., 2002). AC is applied to the way an employee describes and feels about an organisation as a whole. The concept of AC involves attachment to social relationships that absorb a person's emotional capacity and enable communion with others or enable an individual to become part of a collection through involvement with others (Odoardi, Battistelli, Montani & Peiró, 2019). An attitude-type of commitment involves the individual identifying with the objectives and values of the organisation, becoming involved, feeling compelled to give their best to the organisation, being

dedicated to the organisation, sacrificing personal interests, and remaining loyal even when circumstances change (Asif, Qing, Hwang & Shi 2019; Liou, 2008). Meyer and Allen (1997) found several factors were linked to AC to an organisation, such as the challenges faced by workers, clear objectives and a level of manageable difficulty in achieving them, adequate rewards, opportunities, payment, and accurate feedback. Achieving AC can be attained by providing relevant work experiences, training, and management policies that are supportive, well-communicated, and fair.

The level of affective commitment can vary in a very small period and also based on the perception one has regarding different functions of the institution and the job itself. Here, it should be noted that such commitment level is then broadly connected with the mission, vision, and objectives of the institution as such, determine the overall spectrum of activities that the organisation is expected to perform despite changes in the business environment and management with the passage of time (Bouraoui, Bensemmane, Ohana & Russo, 2019). According to Odoardi et al. (2019), leadership's impact on employee commitment to the organisation is most widely felt by evaluating AC. In this regard, leadership activities shall be noted in two regards, namely the way the organisation functions and the different activities conducted by organisations, including social activities. New product launches or companies undertaking new projects can also improve the level of effective commitment in the organisation. AC also connects with job satisfaction and establishes the relationship between various internal and external factors on the employee perception towards job role and work.

An individual's continuance commitment (CC) is a utilitarian attachment to the organisation, where involvement in the organisation is a direct result of the economic gains the individual generates through their involvement (Beck & Wilson, 2000). Positive extrinsic rewards obtained through their effort also made employees commit to an organisation without necessarily identifying with its goals and values. De Clercq, Suhail, Azeem & Haq, (2021) explained CC as the appraisal of personal investments related to one's current occupation and the availability of employment alternatives. An employee's willingness to stay in the organisation due to their close relationships with co-workers and their teams and their investment in retirement, as well as career opportunities and benefits, makes leaving and seeking a new job risky or too expensive. Because of their organisation's perceived costs and risks compared to leaving, this commitment is calculative (Galanki, 2019). Galanki (2019) also noted those who identified with the organisation due to CC were expected to remain in the

organisation as they identified themselves as having no alternative employment open to them at the level of their current rewards. Thus, a perceived lack of alternatives also contributes to continuous commitment among individuals. In 2001, Commeiras and Fournier (2001) found that CC occurred in organisations when a person decided to remain with the organisation after having already dedicated too many resources and time to the organisation.

It is the social costs and benefits that are considered by an individual while deciding to continue or leave the job. Here, social costs are an important term as costs are expanded to include not only monetary aspects but also other aspects like finding a new job opportunity, the existing relationship between members in the organisation, and the perception an individual expects family as well as other members of society to have about him after leaving the job. Hence, here loss is measured in terms of prestige, relationships, and monetary compensation (Hayat Bhatti et al., 2019). Additionally, De Clercq et al. (2021) stated that the level of continued commitment also depends upon the available job alternatives and the time the person is likely to spend searching for the next job with similar or higher pay. This factor hence connects the level of commitment with the organisation to the general economy, where aspects such as the unemployment rate and general inflation level in the economy also impact the level of commitment. This aspect of commitment also varies across different roles in the current job, which is evident from the inherent notion of an individual seeking a better position in the organisation.

NC is also known as obligatory commitment (Sethi, 2014). Individuals' NC is the level of how much they are psychologically connected to the goals, values, and mission of the organisation that employs them (McCormick & Donohue, 2019; Brooks & Greenberg 2018). Allen and Meyer (1990) proposed that in organisational socialisation, the employees who believe that their loyalty matters to the organisation will have strong NC to the organisation. Measurement of NC typically focuses on the extent to which people believe they owe their loyalty to the organisation. They should be loyal and make sacrifices on behalf of an organisation (Liu, Loi & Ngo, 2020). Individuals' NC is influenced by the mutual obligations felt between the organisation and the member as a whole (Suliman & Iles, 2000).

This commitment aspect is closely connected with different psychological frameworks under which certain obligations or fears make individuals give more priority to the objectives of the organisation rather than the goals an individual has established for themselves while

accepting the work contract. Here, two aspects must be noted, which are organisational values and the interest of the individual. An individual can prioritise working in a specific organisation, such as the military or defence forces if it is in the employee's personal interest (McCormick & Donohue, 2019). Cao et al. (2019) stated that normative commitment towards an organisation could also result from social norms and customs since it can also force an employee to continue working in the organisation despite it not being in the employee's interest. Such an attribute is more widely seen in jobs or organisations publicly perceived as major organisations or such job roles as socially beneficial jobs. Thus, the level of normative commitment needs to be measured after considering these factors as well.

Work-family conflict and organisational commitment

Evidence suggests a connection between WFC and OC, Hatam, Jalali, Askarian & Kharazmi, (2016) discovered a strong relationship between WFC and OC. The connection between WFC, AC, NC, and CC is well-researched (Zhou, Li & Gao, 2020). In Iran, individuals exposed to more WFC also showed a decreased commitment to their organisations (Beigi, Ershadi & Shirmohammadi, 2011). Employees whose family responsibilities interfere with their work or their commitment to their jobs will also feel negatively influenced by the organisation (Purwanto, Hidayat & Asbari, 2021) if they experience high levels of WFC. Researchers found that people suffering from WFC will have difficulty maintaining a balanced role between their family and professional responsibilities, which may result in the absence of commitment to the organisation (Hidayati, Zarlis & Absah, 2019). Other studies conducted found positive relations between WFC and AC, CC, and NC (Anane, 2018; Mukanzi et al., 2014). This means the more employees experience organisational commitment across the three dimensions, the more they will experience WFC. Allen et al. (2000) and Vickovic and Morrow (2020) found that WFC negatively influenced commitment in terms of the AC. Other research into the association between WFC and long-term commitment discovered a favourable correlation (Streich, Casper & Salvaggio, 2008). Purwanto et al. (2021) and Karya, Zahara, Anshori & Herlambang, (2021) that WFC has found a positive significant effect on AC, CC, and NC. Several studies in the past explored the relationship between WFC and OC in cultures with various organisational structures. A positive relationship between WFC and OC was found (Abdullah, Adenan, Binti, & Zaiedy, 2021; Malik, Hashmi, Abid & Mahmood, 2017; Benligiray & Sönmez, 2012). Bhowon (2013) and Rehman and Waheed (2012) found a negative relationship between WFC and OC. More Research between WFC and OC is warranted based on the mixed results regarding the measurements.

Numerous studies made findings of the armed forces conducted in various countries in WFC and OC. The researcher observed that military researchers who have attempted to measure WFC and OC did it relative to retention and turnover intentions. In New Zealand, the study conducted found that WFC has a significant and negative impact on OC (Haar, 2004). Capon, Chernyshenko & Stark, (2007) found that OC is a proximal predictor and WFC is a distal predictor of intentions to continue being in the military. Makhathini and Van Dyk (2018) discovered a positive significant relationship between OC and job satisfaction and organisational climate. Dhlahla (2011) showed that turnover intention is directly related to low levels of OC in the military in South Africa.

AC has been hypothesised to be the most influential of the three components of OC. The psychological condition of commitment describes the intimate and good relationship that exists between employees and the organisation, and it has ramifications for whether or not employees choose to stay with the organisation (Orgambidez & Benitez, 2021). Strong AC strengthens individuals' identification with the organisation and makes them more committed to achieving their goals (Darolia, Kumari & Darolia, 2009). The findings of Gade, Tiggler, & Schumm, (2003)'s study suggested a causal relationship between AC and job performance in the military, based on the testing and use of abbreviated commitment scales. The level of commitment determines not only whether individuals will stay in an organisation but how effectively they will perform there as well. In the SANDF, commitment for all soldiers begins with the pledge to the Code of Conduct "I pledge to serve and defend my country and its people even at the risk of my own life." The military is an environment that requires its members to completely surrender to the organisation's rules and demands. AC plays an important role in such interaction, which can be ascribed to its psychological and emotional nature. AC has been previously researched in conjunction with other variables. According to Meyer, Stanley, Herscovitch & Topolnytsky, (2002) the three dimensions of OC benefit individuals and companies alike, while AC is significantly more beneficial in terms of job satisfaction, reduced turnover possibility, and lower worker stress. Among military personnel, research has shown that AC plays a part in mediating the relationship between the units' cohesion and turnover intentions (Charbonneau & Wood, 2018).

Organisational commitment in the military

Regarding the three components of organisational commitment, Jaiswal, Dash, Sharma, Mishra & Kar, (2015) classify a soldier's emotional attachment to the military or unit (affective), their perception of the costs associated with leaving, including available employment alternatives and personal sacrifices (continuance); and their sense of responsibility to serve (normative). Military unit members are viewed as belonging to the collective with a specific function. Management of a military organisation is concerned primarily with cultivating members who will be committed to the organisation and developing soldiers who will identify with the organisation's mission (Todorović, Milanko, Milica & Miladinović, 2017). Shinga and Van Dyk (2015) found that soldiers' OC is critical for state security and must reach an emotional level for soldiers to feel combat-ready. Soldiers' normative commitment is important in supporting the commander's declared objectives. It was also discovered that member cohesion military had a favourable impact on their commitment levels (Dyson, 2019).

Military organisations are often referred to as exceptionally greedy institutions because they are seen to place excessive demands on individuals, expecting them to risk their lives in the service of their country and to submit to having irregular and long working hours, unpredictable tasks, moving frequently, and demanding absences from home over extended periods (Alvinus, 2013; Soeters, 2000). A member's response to such greedy organisational demands further involves meeting all those demands on time and without any complaints. For the benefit of the organisation and the nation as a whole, soldiers are expected to have the strength of body and spirit, endurance and tenacity, and to be physically and psychologically able to overcome often extreme challenges (Nazri & Rudi, 2019)

Work-family conflict explains significant variance on Organisational Commitment

Previous research has shown that WFC explains significant variance on OC (Ahmad, Javed & Din, 2021; Anuttarankul, Tanaton & Chonnakarn 2011; Malik et al., 2015; Morinsola & Olawumi, 2018; Samad, 2019; Sari, 2018; Talukder, 2019; Zuliyanto et al., 2018; Zulfiqar, 2014). The more WFC an employee experiences, the lower their OC. This relationship is bidirectional, with employees with high WFC experiencing lower levels of OC. However, there are some researchers who have found that WFC does not predict OC (Nwuggballa, 2016; O'Driscoll, Ilgen & Hildreth, 1992; Perrewe, Ralston, Fernandez & Denise, 1995). These authors suggest that employees may have a stronger sense of obligation towards their employer

than towards their family. This could be due to the fact that employees may be more aware of their legal obligations to the employer, or that they have less control over their work and family lives than over their personal lives.

Marital status and its effect on the relationship between work-family conflict and organisational commitment

Different countries and sectors have researched the subject of marital status and OC. Research has demonstrated that marital status has a strong correlation with the various factors of OC. Research among shift workers has found that married people are more likely to remain with their current organisation than unmarried people due to their increased family responsibilities (Eriş, Küçüközkan, & Arslan, 2017; Jena, 2015). Chung et al. (2022), married people seek stability and security in the workplace, which provides the necessary support to fulfil their obligations which causes them to devote more effort to ensuring their families' economic safety. Other researchers dispute the findings, where no significant relationship exists in the OC of the married and single (Kumar, 2019; Majekodunmi, 2013). The authors of this study argue that the relationship between organisational commitment and marital status is not as clear-cut as previous research has suggested. The results of their study suggest that married individuals are no more likely than single people to be committed to their organisations. Research conducted in Ghana revealed that single employees are more committed to their job compared to married and divorced employees (Affum-Osei¹, Acquah & Acheampong, 2015). This can be attributed to the family-work balance that married individuals face, as their commitment levels may be divided between the two. No evidence was found in a sample of 5,467 teachers, analysed in 17 independent studies conducted in Turkey between 2008 and 2014, that marital status affected commitment to the organisation (Çogaltay, 2015).

Marriage is also a common aspect among military professionals due to their need to continue normal life. However, such has a significant impact on their active duty status as they now experience more responsibilities at home without change like responsibility at home (Buijs, Broesder, Goldenberg, Resteigne & Kivirähk, 2019). A study conducted by Fischer, Shanahan, Hirsh, Stewart & Rand, (2020) suggested the military often has adopted several benefits for the spouse of military personnel, which can be in the form of financial and health support as well as social support when their respective husbands are deployed. However, there are often negligible attempts worldwide to provide such facilities to the husbands deployed

around the country. Following this, the study by Woodall et al. (2020) shall also be considered, who suggested the rate of conflict here directly increases due to the responsibility of the job, which is quite different when compared with other jobs. Thus, the focus shall be on the nature of the job as well, thus implying the role played by the marital status of military professionals is a moderating variable.

Conclusion

The literature revealed that there are clear connections between WFC and OC. And from the literature, it is evident that WFC is a significant issue in today's workforce. Organisations need to be mindful of this issue and take steps to reduce its occurrence and impact on employees. A comprehensive examination of WFC in the military requires not only the illumination of the factors leading up to the conflict but also the development of effective solutions, which may minimize the negative effects of WFC on individuals, families, and organisations. The analysis of past studies has revealed two major prospects. Firstly, the impact of WFC on commitment is felt due to different responsibilities of the job, such as duration of the job, relocations, deployments, and risky operations. The military is a highly specialist and demanding organisation. It requires a high level of commitment and dedication from its members. The military is the only organisation in which the individual completely surrenders their freedom and responsibility to their organisation. Secondly, it also highlights the impact of WFC on the OC, leading to stressful situations for families and military organisations. Most elements affecting the military regarding WFC and OC are universal and interconnected. The literature review aimed to analyse the impact of WFC on OC and its different attributes. The literature review also established the moderating role of marital status and deployment, focusing on the impact of WFC and OC on and among military fathers. The literature review found that there is a growing body of research on the effects of WFC and OC on military fathers. The findings suggest that deployment has an adverse effect on the quality of family relationships, including parenting. The literature review found that the majority of the research on WFC and OC focuses on military mothers, with only a handful of studies examining the effects of these stressors on military fathers.

Research propositions

Proposition 1: Work-family conflict has a significant relationship with organisational commitment amongst fathers in the South African National Defence Force.

- Proposition 1a:** Work-family conflict has a significant relationship with affective commitment amongst fathers in the South African National Defence Force.
- Proposition 1b:** Work-family conflict has a significant relationship with continuance commitment amongst fathers in the South African National Defence Force.
- Proposition 1c:** Work-family conflict has a significant relationship with normative commitment amongst fathers in the South African National Defence Force.
- Proposition 2:** Work-family conflict explains significant variance in organisational commitment amongst fathers in the South African National Defence Force.
- Proposition 2a:** Work-family conflict explains significant variance in affective commitment amongst fathers in the South African National Defence Force.
- Proposition 2b:** Work-family conflict explains significant variance in continuance commitment amongst fathers in the South African National Defence Force.
- Proposition 2c:** Work-family conflict explains significant variance in normative commitment amongst fathers in the South African National Defence Force.
- Proposition 3:** Deployment moderates the relationship between Work-family conflict and organisational commitment amongst fathers in the South African National Defence Force.
- Proposition 3a:** Deployment moderates the relationship between Work-family conflict and affective commitment amongst fathers in the South African National Defence Force.
- Proposition 3b:** Deployment moderates the relationship between Work-family conflict and continuance commitment amongst fathers in the South African National Defence Force.

- Proposition 3c:** Deployment moderates the relationship between Work-family conflict and normative commitment amongst fathers in the South African National Defence Force.
- Proposition 4:** Marital status moderates the relationship between Work-family conflict and the organisational commitment amongst fathers in the South African National Defence Force.
- Proposition 4a:** Marital status moderates the relationship between Work-family conflict and affective commitment amongst fathers in the South African National Defence Force.
- Proposition 4b:** Marital status moderates the relationship between Work-Family conflict and continuance commitment amongst fathers in the South African National Defence Force.
- Proposition 4c:** Marital status moderates the relationship between Work-Family conflict and normative commitment amongst fathers in the South African National Defence Force.

Chapter 3: Research Methods

Research design

The research design represents the researcher's plan for conducting the research (Sileyew, 2019). Based on the positivist paradigm, an objectively measurable and analysed singular identity is assumed (Park, Konge & Artino, 2020). This paradigm has been adopted to understand the impact of different factors on WFC and OC . An indication of the development of the study is provided by the design chosen. It also assists in communicating the research results to others (Cambourne, 2000). A quantitative research approach can help analyse objective data and establish results that can be validated (Limone, Toto, Guarini & di Furia, 2022).

This study of WFC and OC in the military will use a quantitative research technique, including measurement and analysis of variables. This approach aims to measure the study's outcome to obtain objective and measurable outcomes (Creswell, 2018). This cross-sectional study on WFC and OC used a quantitative research design, including self-administered questionnaires to answer research questions. When a researcher conducts a cross-sectional study, they simultaneously measure both results and exposures for participants (Setia, 2016), including samples, procedures, data collection methods, tools and data analysis.

Sampling and procedure

Participants describe all members who meet the specific criteria for a research study as the target population (Majid, 2018). In the current study, uniformed members who are fathers in the SANDF were chosen because of their easy access. The SANDF is the unified armed forces of South Africa. The commander is appointed by the President from within one of its services. The SANDF (Montesh & Basdeo, 2012) has a primary role of defending the country from external threats and providing assistance to the people of South Africa in times of need, such as during the Covid-19 pandemic. The SANDF consists of four Arms of service: the Navy, the Military Health Services, the Air-force, and the Army. The SA Army is responsible for peacekeeping missions and security-related military responsibilities, often exposing them to WFC. From a target population of 1200 full-time employees at 9 SAI Battalion in the SA Army, 156 were chosen randomly.

Researchers examine the characteristics of a sample population to address the research question (Salkind, 2014). Population defines the total number of people which can be studied under research, while sample defines the actual subset of the population studied (Majid, 2018). The sample population consisted of 300 members of 9 SAI of all ranks in the organisation. Quantitative studies require a huge number of participants who are not subjected to extensive descriptions of their experiences and occurrences in the study (Creswell, 2018). A probability sampling technique was employed (Leedy & Ormrod, 2015) from all genders and ranks to ensure that all of the uniformed members serving in the SANDF, the targeted population for which data was collected and analysed, had a fair chance of being included in the sampling. The study used a random selection process, which is a basic selection technique that guarantees, as far as possible, that a researcher's bias in sample selection is reduced, and thus the outcomes of a study based on such a sample have the potential to be generalisable (Majid, 2018). The sample for the study was chosen using a systematic sampling technique. To select a non-interfering sample, researchers used a set of guidelines for systematic sampling (Babbie, 2016). The total sample size was N=156 fathers were selected.

Ethics clearance was obtained before commencing data collection from the University of Cape Town: Ref: 2021/07/023. Since this research took place in the SANDF, authority was requested in writing from the Chief Director of Human Resource Management, from the Defence Intelligence, and the Officer Commander of the 9 SAI Battalion. The process started with obtaining full agreement before conducting the study from the participants. During discussions, they were informed of the study's nature, scope, and assured of their privacy and anonymity.

The data was collected over the period 11 to 22 October 2021 using a paper-based method as the researcher made copies of the questionnaires and distributed them to the participants. The research took place during the Covid-19 pandemic. Therefore protocols were followed at all times. To ensure the Covid-19 protocols were followed, the participants were given questionnaires to take home and fill out overnight. The participants completed the questionnaires manually, and data collection was conducted within two weeks. The researcher collected questionnaires from the 9 SAI Battalion after participants completed the questionnaires. After the data was collected, it was then captured into a Microsoft Excel tool. Data cleaning steps included adding variable labels and value labels (coding). For example, for the variable have children, Yes was coded "1", No "2", and those who did not give a response

to this, i.e. left the space blank, were coded “0”. Similar coding systems were used for the other categorical demographic variables (rank, marital status, deployment, and Have children?). Across all variables, missingness was less than 20%, as shown in Table 1 below.

Participants

The total sample size was N=156. After cleaning the data, N=132 fathers were analysed. Members of the SANDF are graded according to their rank levels. The ranking system is divided into non-commissioned officers and commission officers. An officer in the armed forces holds a position of authority or trust, and non-commissioned officers have a rank, but the state president of the country does not commission them. An individual's rank in the SANDF determines their status, role, and level of remuneration (Matloa, 2015). Almost 90% of the participants are non-commissioned officers (NCO) because 9 SAI is an Infantry Unit, and as a combat unit, NCOs are more represented than Commissioned officers because NCOs are front-line soldiers in a combat situation. Marital status was found to be by 57, 6% married, 18.2 % with life partners and 22. 7% single.

Table 1: Demographic Profile

Variable	Frequency	Percentage (%)	Total
Rank			
Non-Commissioned Officer	121	91.7	132
Officer	3	2.3	
Blank	8	6.1	
Gender			
Male	125	94.7	132
Prefer not to answer / Blank	7	5.3	
Marital status			
Life partner	24	18.2	132
Single	30	22.7	
Married	76	57.6	
Other	1	0.8	
Blank	1	0.8	
Parental status			
Have children	132	100	132
Deployment			
Yes	87	65.9	132
No	36	23.3	
Other	9	6.8	

Measures

A structured questionnaire helps in a quantitative study by allowing the researcher to establish clear questions (Brace & Bolton, 2018). Data for the investigation were collected using three sets of structured questionnaires. The biographical questionnaire, the WFC scale, and the OC scale:

WFC was measured based on a five-item scale developed by Netemeyer et al. (1996). The questionnaire evaluated employees' perceptions of how work affects their ability to fulfil their family life duties. This tool assessed WFC and FWC. The responses ranged from strongly disagree (1) to strongly agree (7) on a 5-item Likert scale. Among the items were "due to work-related duties, I have to make changes to my plans for family activities" and "the demands of my work interfere with my home and family life". In 1996, Netemeyer et al. (1996) found a Cronbach alpha coefficient of 0.86, which indicates acceptable reliability for the internal consistency of the data. With a Cronbach alpha coefficient of 0.92, the instrument showed high internal consistency reliability in a South African study on work-family conflict among working mothers (Skomorovsky, Norrisb, Martynova, McLaughlin, & Wan, 2019).

OC was measured on an 18-item scale by Bagraim (2013) adapted from Meyer and Allen (1993, 1997), which included AC, NC, and CC. The response ranged from strongly disagree (1) to strongly agree (5) on an 18-item Likert scale. Meyer and Allen (1997) discovered that the scale's reliability estimations are internal consistencies ranging from 0.85 for AC, 0.79 for CC, and 0.73 for NC. A reliability estimate greater than 0.79 is found (Meyer & Allen, 1997). The capacity of the OC questionnaire dimensions to correlate with the postulated antecedent elements, as predicted, determined their construct validity (Meyer & Allen, 1997). Therefore, the questionnaire is a credible instrument for assessing OC. A Cronbach's alpha coefficient was calculated for each scale in South Africa, and the alphas ranged from 0.86 - 0.93, showing excellent internal consistency and reliability, according to Bagraim (2013).

Demographic variables were chosen based on the previous research findings. These included rank, parental status, marital status, and deployment status, which were part of the control variables due to their relationship to the variables. The use of these demographics can provide important insights into the lives and experiences of military personnel. By understanding the effects of different demographic characteristics on outcomes, researchers

can develop policies and programs tailored to service members' specific needs. Rank, parental status, marital status, and deployment status are important demographics to consider when studying group differences' effects on military outcomes (Fazio, 2014; Heilman & Fuchs, 2011; Homan, 2012). These demographics can provide important insights into the lives and experiences of service members, and can help researchers develop policies and programs that are tailored to their specific needs.

Rank: WFC and rank have been examined, and evidence shows that officers report more WFC than other ranks (Duxbury, Stevenson & Higgins, 2018). The higher the rank, the more responsibilities it brings. It has been determined that senior officers are less satisfied than other participants with their availability to spend time with their families (Dowden, 2001a; Dowden, 2001b; Jefferies, 2001). According to recent research, officers believe they are unable to refuse over time and have little control over their working environment (Duxbury et al., 2018). Findings from research with American soldiers stationed in Germany reveal that officers were more likely than other ranks to blame their departure on the high workload on their families (Abendroth & Reimann, 2018).

Marital status and Parental status: A person's marital status is their relationship with their spouse, and childbearing is their parental status. Married soldiers or in committed relationships, particularly those with dependent children, were more concerned about these difficulties. WFC influences parental and marital status, as employed mothers and married women, record greater WFC than single individuals (Opie & Henn, 2013). As parents need greater work flexibility to handle unforeseen childcare issues, employees with dependents are more likely to feel overwhelmed than those who do not have children (Darcy & McCarthy, 2007). In cases of marriage and the presence of children in the family, WFC increases as the employee's responsibilities increase.

Deployment status: In general, deployment involves moving troops within a defined area of operations, forming forces into battle formations, or relocating forces and equipment to the desired position (Center for Army Lessons Learned, n.d.). Deployments have both positive and negative impacts on soldiers, whether it is in combat or peacekeeping. Among the many negative effects of deployment for soldiers are long periods away from family and friends, difficulty communicating with family back home, harsh environmental conditions, a lack of privacy, and a volatile blend of boredom, anxiety, and threat (Mills & Torte, 2018). Many

military members find meaning in serving on the front lines during deployments, as studies have found that they want the opportunity to do what they are trained in (Kossek & Lee, 2017).

Data analysis

To generate reliable and valid conclusions, statistical analysis was executed using SPSS version 20 to evaluate the data. To answer the research questions in this research, various analysis techniques were employed, including descriptive, exploratory, correlational, regression and moderation analysis. The analysis of descriptive statistics explains and summarises data comprehensibly so that patterns emerge (Setia, 2016). An exploratory factor analysis, a multivariate statistical method, aims to identify the fewest hypothetical constructs that accurately explain variances between a group of variables (Watkins, 2018). A goal of the analysis is to identify patterns, relationships, and connections between the variables assessed to gain a better understanding of their structure. Two variables are analysed using correlation analysis in order to determine their degree of relatedness (Senthilnathan, 2019). Regression analysis examines correlations between one independent and one dependent variable (Sarstedt & Mooi, 2014). If a third construct affects a relationship between two variables, it is called a moderating effect (Wang, Ma & Guo, 2016). A moderator can be either an independent variable or an outcome variable that moderates the influence of another independent variable or outcome variable on another independent variable (Chen & Ma, 2020).

Chapter 4: Results

This section presents the findings from the study. Analyses of exploratory factor analysis were used to determine whether the constructed scales were valid. Correlation analysis was used to determine internal consistency. Following the descriptive statistics for each scale, regression analysis is presented. The moderating effects of marital status and deployment will also be tested.

Exploratory factor analysis

Exploratory factor analysis validates the suitability of measurable items in WFC and OC. Two pretests of the data for sampling adequacy should be conducted before conducting exploratory factor analysis to determine the factor structure of the measures. The Kaiser-Meyer-Olkin (KMO) index should be at least 0.6 and Bartlett's test of sphericity should yield a significant result ($p < 0.05$) (Pallant, 2000).

Work-family conflict: In Table 2, the results of KMO and Bartlett's Test for WFC are presented. The value of KMO is 0.86, exceeding that of 0.60 (Kaiser, 1970, 1974). Bartlett (1954), Bartlett's Test of Sphericity indicates the factorability of the correlation matrix ($p < 0.00$). WFCs strongly loaded on one 1 factor. Items in the analysis presented with primary loadings over .6, and the majority had a strong primary loading of .8. Eigenvalues exceeded 1, explained 67.62% of the variance.

Table 2: Factor analysis for the Work-Family Conflict Scale

Item number	Item description	Factor 1
WFCS 1	The demands of my work interfere with my home and family life	0.82
WFCS 2	The amount of time my job takes up makes it difficult to fulfil family responsibilities	0.87
WFCS 3	Things I want to do at home do not get done because of the demands my job puts on me	0.90
WFCS 4	My job produces strain that makes it difficult to fulfil family duties	0.83
WFCS 5	Due to work-related duties, I have to make changes to my plans for family activities	0.66
Eigenvalue		3.38
% of variance Explained		67.62

Notes. N=107; Extraction Method: Principal Axis Factoring; Only one factor was extracted. The solution cannot be rotated.

Organisational commitment: Principal axis factoring analysis of 15 items of organisational commitment, using varimax and direct oblimin rotation. It was discovered that the sample size was too small to do all three dimensions together in a one-factor analysis. . Adopted the decision rule of having 10 participants per variable in order to have enough data points to conduct factor analysis for Organisational Commitment. (Dey, 2016; Smith, 2017). Separate analyses were conducted for AC, CC, and NC

Affective commitment: Results from the KMO and Bartlett's Test for AC illustrate the level of commitment in Table 3. The value of KMO is 0.72, exceeding that of 0.60, while Bartlett's Test of Sphericity indicates factorability of the correlation matrix ($p < 0.00$). Principal axis factoring analysis of 5 items of affective commitment. Item ACS 1 was removed because the results showed a very weak loading. The four items presented with primary loadings over .6, explaining 50.17% of the variance.

Table 3: Factor analysis for the Affective Commitment Scale

Scale	Item Description	Factor 1
ACS 1	I feel as if this SANDF's problems are my own	.46
ACS 2	I feel a strong sense of "belonging" to the SANDF	.76
ACS 3	I feel "emotionally attached" to the SANDF	.85
ACS 4	I feel like "part of the family" at the SANDF	.69
Eigenvalue		2.00
% of variance Explained		50.17

Notes. N=102; Extraction Method: Principal Axis Factoring; Only one factor was extracted. The solution cannot be rotated.

Continuance commitment: The results from the KMO and Bartlett's Test for continuance commitment illustrate the level of commitment in Table 4. The value of KMO is 0.74, which is above 0.60, while Bartlett's Test of Sphericity indicates the factorability of the correlation matrix ($p < 0.00$). Continuance commitment is strongly loaded on one 1 factor. Items in the analysis presented with primary loadings over .6, explaining 51.83% of the variance.

Table 4: Factor analysis for the Continuance Commitment Scale

Scale	Item description	Factor 1
CCS 1	Right now, leaving the SANDF would involve making many sacrifices	.70
CCS 2	It would be very costly for me to leave the SANDF right now	.87
CCS 3	Too much of my life would be disrupted if I decided that I wanted to leave the SANDF now	.70
CCS 4	I would not leave the SANDF right now because of what I would stand to lose	.72
CCS 5	For me personally, the cost of leaving the SANDF would be far greater than the benefit	.55
Eigenvalue		2.59
% of variance Explained		51.83

Notes. N=107; Extraction Method: Principal Axis Factoring; Only one factor was extracted. The solution cannot be rotated.

Normative commitment: The results from the KMO and Bartlett's Test for NC illustrate the level of commitment in Table 5. The value of KMO is 0.74, which is above that of 0.60, while Bartlett's Test of Sphericity indicates the factorability of the correlation matrix ($p < 0.00$). Continuance commitment is strongly loaded on one 1 factor. Items in the analysis presented with primary loadings over .6, explained 55.23% of the variance, respectively.

Table 5: Factor analysis for the Normative Commitment Scale

Scale	Item description	Factor 1
NCS 1	I feel a sense of obligation to remain in the SANDF	.57
NCS 2	Even if it were to my advantage, I do not feel it would be right to leave the SANDF now	.74
NCS 3	I would feel guilty if I left the SANDF now	.74
NCS 4	I would not leave the SANDF right now because I have a sense of obligation to the people in it	.88
NCS 5	I would violate a trust if I quit my job with the SANDF now	.73
Eigenvalue		2.76
% of variance Explained		55.23

Notes. N=109; Extraction Method: Principal Axis Factoring; Only one factor was extracted. The solution cannot be rotated.

Reliability

As a measure of the internal consistency of the scales used, Cronbach's alpha coefficient was calculated for each and every variable presented in Table 6. The Cronbach's coefficient alpha results for the WFC scale ($\alpha = .90$), OC scale ACS of ($\alpha = .78$), CCS ($\alpha = .83$) and NCS ($\alpha = .85$). The results show high reliability as they are greater than 0.70 which is regarded as the minimum level for reliability scale of a variable by George and Mallery (2019). The high reliability means that the instruments measure a characteristic dependently and consistently. If the instrument is administered repeatedly, the responses from the respondent will be similar. Corrected item-total correlations were analysed to identify items which could be removed from the scale to increase internal consistency. For all scales, Cronbach's alpha was significantly high (>0.7), so adequate internal consistency was observed in all scales. Corrected item totals were also strong (>0.2), as shown in Table 6. Eliminating more items did not considerably

increase the alpha for any of the scales. Testing the reliability of instruments and concepts validated their suitability for the study area and confirmed that the instruments were appropriate.

Table 6: Reliability Analysis of the Scales

Scale	N	Cronbach's alpha	Corrected item-total correlations	Cronbach's alpha if item deleted range
WFC	107	0.90	0.63 - 0.84	0.87 - 0.91
ACS	102	0.78	0.36 - 0.71	0.65 - 0.81
CCS	107	0.83	0.51 - 0.76	0.76 - 0.83
NCS	109	0.85	0.53 - 0.77	0.79 - 0.85

Descriptive analysis

Skewed distributions have disproportionately high or low scores in the distributions, while Kurtosis is determined by a distribution's width and height (Field, 2013). Table 7 illustrates that the skewness distribution for the WFC scale is -.26, and kurtosis values are within the range of -1.04 for a normal distribution with normal-sized tails. The OC distribution for Skewness for ACS is -.62, CCS -1.07, NCS -.66 and the kurtosis for ACS is .21, CCS .91 and NCS .10. Skewness values should be between -2 and +2, and Kurtosis results should be between -3 and +3 to be considered normal (Field, 2013). The normality of the current sample is suitable as it allowed the researcher to be able to evaluate the relationships stated in the hypothesis using Pearson correlation analysis and linear regression analysis.

Table 7: Descriptive Statistics of the Scales Work-Family Conflict and Organisational Commitment

Scale	N	Min	Max	Mean	S D	Skewness	Kurtosis
CCS	107	1	5	19.19	.99	-1.07	.91
NCS	109	1	5	17.97	1.03	-.66	.10
ACS	99	1	5	3.35	.97	-.62	.21
WFC	107	1	7	4.04	1.76	-.24	-1.10

Notes. N = Number of respondents; SD = Standard Deviation.

Correlation analysis

Using Pearson's correlation analysis, both independent variables (IVs) WFC and dependent variables AC, CC and NC (DVs) were correlated. We can see how the (IVs) are related to (DVs) based on correlation coefficients. Pearson's correlation coefficients (r) range from -1 to +1 depending on whether a correlation is positive or negative. The strength of the relationship was interpreted using Cohen's (1988) guidelines, cited in Champely et al. (2017), having a correlation coefficient of .01 - .29, which is considered weak while .30 - .45 is considered moderate, and .50 - 1.0 are considered strong in terms of relationship.

As shown in Table 8, AC has a weak and positive correlation with CC ($r = .21$; $p < 0.01$) and NC ($r = .21$; $p < 0.01$). The results suggest that as AC increases, so is CC and NC. CC correlated positively and moderately with NC ($r = .45$; $p < 0.01$). The correlation between WFC and AC was positively weak and had a weak, positive correlation ($r = .15$; $p < 0.01$). The results show that WFC ($r = .24$; $p < 0.01$) has a weak, positive correlation CC. The results show that WFC ($r = .20$; $p < 0.01$) has a weak, positive correlation NC. The correlation analysis found no significant relationships with medium to large effects for any of the Organisational commitment dimensions with Work Family conflict. Only strong relationships between the organisational commitment dimensions.

Statistical analysis was performed on each variable to compute its means (M) and standard deviations (SD). The level of organisational commitment was reported with a mean of Affective commitment scale (ACS) ($M = 3.35$, $SD = .97$), Continuance commitment scale (CCS) ($M = 3.83$, $SD = .99$) and Normative commitment scale (NCS) ($M = 3.59$, $SD = 1.03$). Work-family conflict was reported ($M = 4.04$, $SD = 1.76$).

Table 8: Mean, Standard Deviation and Correlation Analysis

	M	SD	N	1	2	3	4
1. CCS	3.83	.99	107	(.83)			
2. NCS	3.59	1.03	109	.45**	(.85)		
3. ACS	3.35	.97	102	.21*	.21*	(.78)	
4. WFC	4.04	1.76	107	.24*	.20*	.15	(.90)

Notes. **p < .01 *p < .05; M = mean; SD = standard deviation; N= Number of respondents.

Linear Regression analysis

Regression analysis was conducted to discover if WFC (IV) is significant in relation to AC (DV). It is essential first to determine whether the assumptions for regression are accurate before conducting regression analysis. Level of measurement: IVs should be measured using categorical/interval data - this assumption is met by using interval scales/Likert scales (Field, 2013). Adequate sample size = $N > 50 + 8(m)$ IVs numbers are represented by m. Therefore, the sample size is adequate (Sardtedt & Mooi, 2019). In terms of linearity, there is a linear relationship between IVs and DVs, as shown in the correlations in Table 10. Taking the scatter plot of standardised predicted values against standardised residuals as a guide, we can see that the data meet the homoscedasticity assumptions and the data do not show signs of variance as the scatter plot indicates (see Appendix A, Figure A1 – A3). Each of the models was represented by a histogram that reflects the normality of errors (see Appendix B, Figure B1 – B3).

The regression analysis measured whether WFC explains significant variance in AC, CC and NC. WFC explained .02% of the variance in terms of AC $\beta = .15$; $t=1.58$; $p=.11$ ($p < 0.05$), as illustrated in Table 9. As shown in Table 10 CC $\beta = .24$; $t= 2.56$; $p= .01$ ($p > 0.05$), explained .06% of the variance. Table 11 illustrate that NC $\beta = .20$; $t=2.12$; $p=.03$ ($p > 0.05$) explained .04% of the variance. In terms of AC, results indicate no statistically significant, as shown by the p-values < 0.05 . WFCC does not explain significant variance in AC. CC and NC produced statistically significant results, as shown by the p-values > 0.05 . WFC was found to be a significant predictor in CC and NC.

Table 9: Linear Regression Summary for Work-Family Conflict and Affective Commitment

Predictor	B	SE	B	T	p
Work-family conflict	.07	.04	.15	1.58	.11

Notes. R = .15; R² = .02; F = 2.50; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 107

Table 10: Linear Regression Summary for Work-Family Conflict and Continuance Commitment

Predictor	B	SE	B	T	p
Work-family conflict	.14	.05	.24	2.56	.01

Notes. R = .24; R² = .06; F = 6.55; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 107

Table 11: Linear Regression Summary for Work-Family Conflict and Normative Commitment

Predictor	B	SE	B	T	p
Work-family conflict	.12	.05	.20	2.12	.03

Notes. R = .20; R² = .04; F = 4.49; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 109.

Moderation analysis

The PROCESS moderation analysis tool is recommended by Field (2013) and Hayes (2013). This analysis was performed with the PROCESS script added to SPSS. A moderation analysis examined whether marital status and deployment moderate the relationship between WFC and AC. An analysis at a 95% level of confidence was conducted using 1000 bootstrap samples to estimate indirect effects and the mean centred before any analysis was performed. In Table 12, results indicated that marital status had no moderating effect on the relationship between WFC and AC, $b = .01$, 95% CI [-0.05, .07], $t = .21$, $p = .82$. Deployment was examined, and the results also indicated no moderating effect on the relationship between WFC and AC, $b = .01$, 95% CI [-0.05, .42], $t = .18$, $p = .13$ as shown in Table 13. In table 14, results indicated that marital status had no moderating effect on the relationship between WFC and CC, $b = .004$, 95% CI [-0.07, .06], $t = -.1$, $p = .91$. Results indicated that deployment had no moderating effect on the relationship between WFC and CC, $b = -.009$, 95% CI [-0.25, .27], $t = .67$, $p = .94$

as shown in Table 15. In Table 16, results indicated that marital status had no moderating effect on the relationship between WFC and NC, $b = .02$, 95% CI $[-.05, .09]$, $t = .59$, $p = .55$. Results indicated that deployed had no moderating effect on the relationship between WFC and AC, $b = -.09$, 95% CI $[-.37, .18]$, $t = -.67$, $p = .50$ as shown in Table 17. According to the current research result, deployment has no moderating effect on the relationship between WFC and OC. The results indicate that the confidence interval includes 0, and the moderated variables indirectly affect WFC and OC (Field, 2013). Thus, proposition 3 & 4 is not supported.

Table 12: Interaction Effect of Work-Family Conflict and Marital Status, DV: Affective Commitment

	B	SE	T	P	LLCI	ULCI
WFC	.10	.07	1.22	.14	-.03	.24
M	-.28	.73	-.00	.70	-1.74	1.17
WFCM	.01	.31	.21	.75	-.05	.07

$R = .24$; $R^2 = .06$; $F = 1.98$; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 132; M - Marital status; DV- Affective commitment

Table 13: Interaction Effect of Work-Family Conflict and Deployment, DV: Affective Commitment

	B	SE	T	P	LLCI	ULCI
WFC	-.03	.10	-.29	.76	-.24	.18
D	-2.48	2.62	-.94	.34	-7.69	2.72
WFCM	.18	.12	1.51	.13	-.05	.42

$R = .31$; $R^2 = .09$; $F = 3.38$; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 132; D - Deployment; DV- Affective commitment.

Table 14: Interaction Effect of Work-Family Conflict and Marital Status, DV: Continuance Commitment

	B	SE	T	P	LLCI	ULCI
WFC	.13	.07	1.78	.76	-.01	.28
M	.09	.15	.59	.55	-.21	.40
WFCM	-.004	.03	-.11	.91	-.07	.06

$R = .25$; $R^2 = .06$; $F = 2.44$; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 132; M- Marital Status; DV- Continuance commitment.

Table 15: Interaction Effect of Work-Family Conflict and Deployment, DV: Continuance Commitment

	B	SE	T	P	LLCI	ULCI
WFC	.11	.12	.98	.32	-.12	.35
D	.21	.57	.37	.70	-.92	1.35
WFC D	-.009	.13	.67	.94	-.25	.27

R = .25; R² = .06; F = 2.42; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 132; D - Deployment; DV- Continuance commitment.

Table 16: Interaction Effect of Work-Family Conflict and Deployment, DV: Normative Commitment

	B	SE	T	P	LLCI	ULCI
WFC	.18	.12	1.44	.15	-.06	.43
D	.38	.60	.64	.51	-.80	1.58
WFC D	-.09	-.67	-.67	.50	-.37	.18

R = .19; R² = .03; F = 1.34; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 132; D - Deployment; DV- Normative commitment.

Table 17: Interaction Effect of Work-Family Conflict and Marital Status, DV: Normative Commitment

	B	SE	T	P	LLCI	ULCI
WFC	.07	.07	.90	.36	-.08	.22
M	-.13	.16	-.80	.42	-.46	.19
WFC M	.02	.03	.59	.55	-.05	.09

R = .19; R² = .03; F = 1.45; B = unstandardised beta coefficient; SE = standard error of the unstandardised beta coefficient; N = 132; M - Marital Status; DV- Normative commitment.

Summary of results

The correlation analysis revealed no significant relationships with medium to large effects for WFC and any of the OC dimensions. However, only strong relationships were found between organisational commitment dimensions. The regression results indicate that work-family conflict does not explain significant variance in AC and explain significant variance in CC and NC. Using PROCESS, a moderation analysis found that neither marital status nor deployment history moderates the relationship between work-family conflict and any component of organisation

Table 18: *Summary of Propositions and Findings*

	Propositions	Analysis	Support
Proposition 1:	Work-family conflict has a significant relationship with organisational commitment amongst fathers in the South African National Defence Force.		
Proposition 1a:	Work-family conflict has a significant relationship with affective commitment amongst fathers in the South African National Defence Force.	Correlational analysis	Not Supported
Proposition 1b:	Work-family conflict has a significant relationship with continuance commitment amongst fathers in the South African National Defence Force.	Correlational analysis	Not Supported
Proposition 1c:	Work-family conflict has a significant relationship with normative commitment amongst fathers in the South African National Defence Force.	Correlational analysis	Not Supported
Proposition 2:	Work-family conflict explains significant variance in organisational commitment amongst fathers in the South African National Defence Force.		
Proposition 2a:	Work-family conflict explains significant variance in affective commitment amongst fathers in the South African National Defence Force.	Regression analysis	Not Supported
Proposition 2b:	Work-family conflict explains significant variance continuance commitment amongst fathers in the South African National Defence Force.	Regression analysis	Supported
Proposition 2c:	Work-family conflict explains significant variance in normative commitment amongst fathers in the South African National Defence Force.	Regression analysis	Supported
Proposition 3:	Deployment moderates the relationship between Work-family conflict and organisational commitment amongst fathers in the South African National Defence Force.		
Proposition 3a	Deployment moderates the relationship between Work-family conflict and affective commitment amongst fathers	Moderation analysis	Not Supported

	in the South African National Defence Force.		
Proposition 3b:	Deployment moderates the relationship between Work-family conflict and continuance commitment amongst fathers in the South African National Defence Force.	Moderation analysis	Not Supported
Proposition 3c:	Deployment moderates the relationship between Work-family conflict and normative commitment amongst fathers in the South African National Defence Force.	Moderation analysis	Not Supported
Proposition 4:	Marital status moderates the relationship between Work-family conflict and organisational commitment amongst fathers in the South African National Defence Force.		
Proposition 4a:	Marital status moderates the relationship between Work-family conflict and affective commitment amongst fathers in the South African National Defence Force.	Moderation analysis	Not Supported
Proposition 4b:	Marital status moderates the relationship between Work-family conflict and continuance commitment amongst fathers in the South African National Defence Force.	Moderation analysis	Not Supported
Proposition 4c:	Marital status moderates the relationship between Work-family conflict and normative commitment amongst fathers in the South African National Defence Force.	Moderation analysis	Not Supported

Chapter 5: Discussion

The study examined the relationship between WFC and OC amongst fathers in the SANDF. The three components of OC (AC, CC & NC) were measured individually against WFC to understand the relationship between WFC and OC. And to also find out if WFC explains significant variance in OC. The study evaluated moderators, marital status, and deployment. This section discusses the results according to the research paper. In addition to the research limits, future research proposals and their impact on practice are discussed.

Proposition 1 stated that there is a significant relationship between Work-Family Conflict and OC. Despite the extensive research literature on WFC and OC, a considerable amount of research has been conducted to examine the relationship between the two. It is widely accepted that OC is a multidimensional construct which includes AC, CC and NC components. The research was conducted during the Covid-19 pandemic, during which the landscape between work life and family life changed (Elahi, Abid, Contreras & Fernández, 2022; Rana, Abid, Nisar & Nawaz, 2021; Ilma, Dinar & Hendriana, 2022). During the pandemic, there was a time that the two domains existed in the same environment due to the lockdowns (Allgood, Jensen & Stritch, 2022; Thomason & Williams, 2020), and the change affected the WFC and commitment in the workplace (Novitasari, 2020; Barriga Medina et al., 2021). Even before the pandemic, work-family conflict affected OC (Mekhala, 2019), and as both worlds required attention at the same time and in the exact location, any change in balancing WFC and OC was expected (Graham et al., 2021; Schieman, Badawy, Milkie & Bierman, 2021; Saputro, Daryono & Wulandar, 2022), especially in military fathers whose lives are complicated by separations, relocations, and worry about their safety (Long, 2021). To understand whether WFC has a significant relationship with the three dimensions of OC for fathers in the SANDF, correlation analysis was conducted to test proposition 1.

In proposition 1a, the study proposed that WFC has a significant relationship with AC and the result did not support the proposition. The result means that the presence of WFC does not affect affective commitment. In other words, employees who feel more committed to their jobs do not report less family conflict than those who are less committed. This finding is consistent with past research, which found that AC has no significant relationship with WFC (Akintayo, 2010; Casper, Martin, Buffardi & Erdwins, 2002; Dana, 2017; Batur & Nart, 2014; Tran et al., 2021). This finding is important because it suggests that the relationship between

WFC may be more complex than previously thought. It is possible that how people experience workplace commitment may affect their experiences of family conflict; however, this study did not examine whether or not this was the case. Contrary to the results of the current study, other researchers do not support the current study's findings (Hamid & Ahmad, 2014; Malik et al., 2015; Qureshi, Lambert & Frank, 2019) and suggest that WFC has a significant relationship with AC. AC is one of the dimensions of OC that was mostly researched and, on its own, has a significant impact in the workplace, as evident in the literature review. Hashmi, Ahmad & Nawaz, (2021), in addition to driving dedication, accepting the goals and objectives of their employers, and contributing to the organisation's success, affective commitment helps motivate individuals. For employees, it is thought that AC has the most potent predictive power (Cao, Liu, Zhou & Duan, 2020). When an individual has a positive attitude toward an organisation, they develop an AC; this can be attributed to a combination of their work experiences, perceptions, and personal characteristics (Akartuna, 2022). AC significantly impacts WFC (Zhang et al., 2022; Chudzicka-Czupala, Żywiołek-Szeja, Paliga, Grabowski, Krauze, 2022) compared to the other dimensions of OC. The difference in results might be attributed to differences in environment and culture. Most of the findings were conducted in Western countries; previous studies have shown that Western cultures encourage people to be self-reliant and fulfil their responsibilities, while other cultures prioritise social responsibility. (Ralston, Holt & Robert, 2008). Given the results of the study, which differ from those in previous research, there appears to be a need for more investigation from the South African perspective, especially with fathers in the military.

In proposition 1b, the results found that WFC has no significant relationship with CC. This finding suggests that work-family conflict does not affect an employee's decision to stay with the organisation. According to Sutapa, Edi, and Soeharjadi (2022), in terms of CC, individuals' reasons for staying are primarily rooted in a lack of alternatives and compensation. Dana (2017) and Batur & Nart (2014) agree with the current findings. CC is the feeling that a person will stay with their job because they are committed to it and the organisation. However, many other factors influence CC. Previous researchers Purwanto et al. (2021), Karya et al. (2021), and Malik et al. (2015) do not concur with the current study, suggesting that employees are more willing to make their best effort for their work when the rewards they receive align with their expectations the more they experience WFC. As evidenced by their behaviour, employees are willing to go above and beyond to get the desired results as long as the reward for success is worth it (Hadi & Tentama, 2020). Other researchers suggest that employees are

willing to go above and beyond to get the desired results as long as the reward for success is worth it (Hadi & Tentama, 2020).

In proposition 1c, the results found that WFC has no significant relationship with NC. While work-family conflict can affect an employee's commitment level, in the current study WFC does not directly affect how much they care about the organisation (Wijayati, Kautsar & Karwanto, 2020). NC includes the feelings of obligation to remain with the organisation resulting from values and beliefs shaped mainly by the norms found in a given society (Sutapa et al., 2022). NC is acquired and nurtured internally; each individual assumes it as one of their essential values, independent of the organisation since it becomes part of the person's personality (Díaz & Rodríguez, 2011). Different values govern the work and family dimensions, and belief systems (Astrachan et al., 2020), which is a possible impact between the two is almost avoidable. As part of their duty to the military, soldiers are obligated Montesh & Basdeo, (2012) to be loyal to their countries and the organisation, especially during the Covid-19 pandemic (Pillay, 2020); it is the obligation that might play a role in WFC and NC relationship. The part of soldiers during the pandemic (Kalkman, 2020) was visible, and military fathers must provide services to their countries. Previous researchers agree with the current research (Fletcher & Holman, 2020; Gonçalves & Nunes, 2018; Quinn & Hyland, 2016) and found that WFC has no significant relationship with NC. Contrary to the findings of the current research, found that WFC has a significant relationship with NC (Baxter, & Wright, 2020; Campbell & Lee, 2020; Malik et al., 2013; Purwanto et al., 2021).

The relationship between WFC and OC still needs more research in different contexts and environments because both of them are critical to the success of organisations and families. In studies about OC and WFC, the background and cultural context have a significant influence since the cultural background determines how people live and what they think of things (Casper et al., 2011). The results of this research suggest that WFC does not have a significant impact on the OC of fathers in the SANDF. This finding could be useful for SANDF personnel, as it indicates that fathers in the SANDF may not experience a significant decrease in OC due to WFC. This could be beneficial for the SANDF, as it indicates that fathers may not be losing commitment to their organisation due to WFC.

In proposition 2, the current study proposed that WFC explains the significant variance of the three dimensions of OC amongst fathers in the SANDF. In this study, the researcher

examined whether WFC predicts the three dimensions of OC for fathers in the SANDF. The linear regression was tested against AC and found that WFC does not explain the significant variance of AC. In other words, employees who experience a lot of WFC do not necessarily feel less committed to their job or organisation than those experiencing less or no conflict. Other researchers concur with the current findings (Dharmanegara, Yogiarta & Suarka, 2018; Casper et al., 2002; Khanyile, Nduna & Sithole, 2019; Lambert, Hogan, Kelley, Kim & Garland, 2014; Mlalazi, N., Khoza, T., & Dlamini, 2021). This suggests that the relationship between work-family conflict, fatherhood, and affective commitment may be more complex than previously assumed. Contrary to the current results, research has shown that WFC does predict AC (Burlison, 2019; Mekhala, 2019; Galleta et al., 2019; Haskić-Ožegović & Hadziahmetovic, 2023). This means that people who feel like they are losing their balance between work and home often report feeling less committed to their jobs.

In proposition 2b, it was found that WFC explains significant variance of CC. Previous research supports the current findings (Chigeda, Ndofirepi & Steyn, 2022; Iverson & Buttgieg, 2008; Mokhethi & Chitereka, 2016; Mentoer, 2018; Ngcobo, 2018; O'Connell, M., & Martin, 2016; Pienaar, Loots & Kritzinger, 2010 & Rautenbach & Van Dyk, 2015; Sarwar & Sarfraz, 2016). Specifically, employees who reported more frequent conflicts with their families were also more likely to be highly committed at work. Other researchers dispute the results of the current study (Bosman, & Van Wyk, 2019; Dana 2022; Du Preez & Buitendag, 2019; Mthethwa & Themba, 2020; Xaba & Lous, 2019). In conclusion, the findings of this study suggest that WFC is an important factor in predicting a father's continuance commitment to the SANDF. Fathers who experience high levels of WFC may be more likely to remain in the SANDF out of a sense of duty and obligation. Therefore, it is important for the SANDF to be aware of the potential for work-family conflict and to take steps to address it.

In proposition 2c, it was found that WFC explains significant variance of NC. Previous research supports the current findings (Dreyer, 2015; Heckman, 2016; Kritzinger & Du Plessis, 2017; Mabena & Hamba, 2018; Van Heerden, Schoeman & Botes, 2019). The theory behind this is that if people feel like their WFC is resolved, they will remain committed to the organisation. Resolving WFC can be done by reducing negative interactions between employees and their family members or increasing positive interactions with them. Other researchers, (Agbaglah & Henning, 2018; Dana, 2022; Hemmingsson & Björklund, 2014; Visser & Rothmann, 2009), disputes the results of the current study. The current study result

showed that WFC predicts the three forms of OC differently. More research is required on WFC and each of the three forms of OC.

The study proposed that marital status moderates the relationship between WFC and three dimensions of OC of fathers in the SANDF. Using a sample of 132 fathers from 9 SAI, this study found that marital status did not moderate the relationship between WFC and OC. As it was found in previous research the results showed that the effects of work-family conflict on organisational commitment were similar for married and single fathers (Ding & Yu, 2019; Lopez & Amutio, 2020; Winkler & Gudanowski, 2018). The study's results can be viewed as a possible implication that the marital status did not affect the father's commitment to their organisation. Marital status may not affect how fathers perceive themselves concerning their organisation or how they feel about it. The current results were not expected during the pandemic because it was discovered that personal obligations and conflicts between work and personal lives were more intense during that Covid-19 pandemic (Çemberci et al., 2022). Other studies have found that frontline workers reported better psychological well-being than non-frontline workers (Li et al., 2020). Perhaps the impact of marital status can be evident post the pandemic. According to the study's results, working away from home negatively affected the marriages of soldiers based on their experiences and opinions (Galanti, 2016; Mtshayisa & Letšosa, 2019; Miller, 2017). This is because the distance prevents them from having meaningful conversations and interactions, and being away from home makes it difficult for soldiers to be active in their marriages (Gaskin & Reiber, 2018; Kuderer, Krebs, Greer & Reed, 2018; Walser & Stanley, 2017).

Contrary to the current results, other researchers (Dobrow & Higgins, 2016; Hershcovis & Barling, 2011; Lee & Lee, 2021; Liu et al., 2014; Tian, Zhan & Zhang, 2018) found that marital status affects the relationship between WFC and OC. Specifically, married people reported higher WFC than single individuals. A study conducted by Harmse et al. (2022) in the SANDF discovered that the constant separation and transition caused considerable instability in military couples' lives and also harmed children's developmental stages. Long separations have been found to affect the relationship and bring marital challenges that could lead to separations or divorces (Harmse, O'Neil & Strasheim, 2022). Graham et al. (2021) reported that married individuals face dual challenges in their personal and professional lives, limiting their commitment and effectiveness, especially during the Covid-19 pandemic. It was found that the quality of marriage was improved during the pandemic (Nuru & Bruess, 2021; Weber,

Wojda, Carrino & Baucom, 2021) as employees were working from home. But previous research before the pandemic has also found that married people have added family responsibilities and the need for security that obligates them to be committed to the organisation and provide for their families (Khan et al., 2013). Compared to non-parents, Grover and Crooker (1995) found a stronger emotional bond between the organisation and the parents of young children. Married individuals and parents with children are often perceived as having more family responsibilities due to their marital and parental status. Therefore, stressors in the work domain are more likely to be perceived by people who are married and do not have children as interfering with family life than by people who are single and do not have children (Ford, Heinen & Langkamer, 2007).

More research about the impact of marital status on WFC and OC is necessary to post the pandemic, especially for those who were on the frontline, as most soldiers during the pandemic were on the frontline. It is not clear how the absence of fathers in the home affected their roles in the families as husbands and fathers. Overall, the research findings suggest that marital status does not moderate the relationship between WFC and OC of fathers in the SANDF. It is possible that the context of the SANDF, which is a highly structured and demanding environment, may play a role in this result. Further research is needed to determine if the lack of moderation effect of marital status on this relationship is specific to the SANDF context or if it is generalisable to other contexts as well.

The present study explored the impact of deployment on the relationship between work-family conflict and OC using a sample of SANDF fathers. Deployment was found not to have a moderating effect on the relationship between WFC and OC. This means that the effects of WFC on OC are similar across groups of soldiers who have been deployed and those who have not been deployed. Mtshayisa and Letšosa (2019) researched married soldiers in the SANDF who deployed for lengthy periods, focusing on the difficulties that came with these extended deployment periods. Previously the SANDF only deployed troops for six months or fewer outside South Africa's borders. However, the SANDF recently has increased the period to a 12-month deployment duration, double that of the previous period (Cilliers, 2020 & Kirby, 2020). This can be a difficult time for families, especially if they have small children. More research is required, deployment forms part of every soldier's job description, and it was evident in the demographic profile as 65.9% of the soldiers in the current study have been on deployment. It includes separation, relocation, living in another country, and social isolation

(Riviere & Merrill, 2012). Pressure from deployment starts even before the troops are ready to deploy, lasts through deployment, and leaves incomplete marks in their lives, further endangering the stability of the family (Kgosana & Van Dyk, 2011). The stress of deployment can harm the relationship between spouses. It might be difficult for both partners to understand what it is like to be apart, especially if they are in a location that has no means of communication. Many soldiers are also injured or killed in the line of duty. It is not uncommon for soldiers to be injured or killed in the line of duty. Most often, the distinction between military and civilian families is based on the threats of severe injury or death faced by military families, deployments can exacerbate this threat, and it can be an environment for other stresses in the family (Riviere & Merrill, 2012).

Based on his findings, Zamir, Gewirtz, Cheng, Zhang & Lavee, (2020) argued that these issues will not inevitably arise without deployment, particularly regarding role changes. Taking on the dual role of mother and father places considerable strain on the family remaining at home. Zamir et al. (2020) found that deployments have a high probability of affecting marital relationships and family unity before deployment. The time requirements made by the military institution and those made by their family can often lead to increased inter-role conflict levels. Extensive research has been conducted to examine the interaction between these two domains, which has resulted in rising conflict, and it has been demonstrated that this negatively impacts the outcomes of individuals and crucial organisational outcomes such as affective OC (Woodall, Richardson, Pflieger, Hawkins & Stander, 2020). This finding has important implications for research in the area of WFC, as it suggests that deployment status is not a mitigating factor in the relationship between WFC and OC. This suggests that support and resources need to be provided to all fathers in the SANDF, regardless of deployment status, to reduce the negative effects of WFC on OC.

Limitations

All variables were assessed using self-report measures. Each individual had to provide their perception of the situation in the questionnaire. The self-perception is susceptible to error or bias based on the response. Nonetheless, the preferences are typical of any self-report questionnaire. Statistical correlations can have limitations when it comes to generalising results. Researchers conducted the study during the pandemic, and most members of 9 SAI units were on deployment. The number of those willing to participate gradually decreased throughout the process. It was due to unpredictable work schedules and work demands as the

Unit prepared to deploy on Covid-19. The sample represents members whose one-third of the members were left at the military base. A study can be conducted with all the unit members available in the future.

Suggestions for future research

The role of fathers has been minimised to just being a financial provider, and research has found that the absence of fathers in the home has long-lasting consequences on the development of children. Research has shown that fathers' influence on the development of children is significant. Children with a strong relationships with their fathers are more likely to succeed in school and have higher self-esteem and better social skills (Bohn, Lezin, & Sameroff, 2018; Dornbusch & Leiderman, 2017; Fagan & Barnett, 2015). The future of work-family research should be focused on fathers. There is a need for further research to understand how men balance work and family, especially on what they value most in their lives and how they balance these roles. Research currently suggests that men's experiences with work and family are under-researched, and further research is needed. Especially on how men deal with taking time off during childbirth, and how WFC & OC affect their careers. The behaviours and attitudes of an organisation's employees are highly influential in a wide range of ways. Future researchers should look into the impact of various demographic variables like age and number of children.

This study made good use of the quantitative method. However, it was not without weakness. Future research should be conducted on a qualitative approach that would benefit this study by conducting interviews. In an interviewing approach with a similar analysis, it is possible to gain a deeper understanding of how employees feel about their organisation and how work and family life interact. The military environment is unique, and interviews will allow probing questions that are not available in custom-made questionnaires. Interviewers should also know how to probe for additional information using follow-up questions /surveys. The same research should be conducted post the pandemic to determine if the pandemic had a lasting effect on soldiers and their families. If so, this information can be used to better tailor organisational policies that will mitigate future pandemics' effects and support those affected. The Department of Defence must continue to research and evaluate the effects. These studies should include a broad range of populations to reflect military demographics as well as any changes in these demographics over time.

Practical implications

Organisations must provide support and resources for employees to fulfil their family responsibilities and remain committed to their jobs. Organised efforts by employers to support working families can pay off through higher employee commitment. By supporting working fathers, employers can improve productivity and ensure their workforce remains healthy. This can have a positive impact on the bottom line. Although humans are the main factor that drives an organisation system, their success or failure is crucial. The issues work, and organisations cannot ignore family in the name of operational efficiency. It appears that providing employees with the support needed to fulfil their family duties effectively is one way to assist them with the issue. The researcher suggests that because deployment is a task that personnel must perform, services to support soldiers and their families should be considered a priority during deployment.

Furthermore, it also suggests that the military should offer easy access services and provide timely responses to issues. This kind of study provides awareness for an organisation through its existence and contributes to the world of research. It is not just a research study but rather an understanding of the problem and its impact on people. It can help organisations understand what needs to be done to fix the problem and how to contribute to it. Fathers used to be considered household providers and authoritarians, but that is no longer the case. In modern society, fathers are not necessarily single or married. Several studies have found that affectionate and involved fathers are beneficial for their children's emotional and social development, regardless of their family's ethnic background (Douglas & Hofferth, 2001; Rao, Raj & Madhavan, 2016). Incorporating fathers' assistance to the child's well-being through parent-centric programming, child support programmes, or well-motivated mentoring programmes will make a significant difference.

This study is of crucial importance to a range of military decision-makers and stakeholders in providing new insights into that literature which focuses on the WFC and OC in the military and the actual prevailing situation regarding WFC and OC in the South African Defence Force. Working and balancing family responsibilities is a reality for almost everyone, but it is especially harsh for military personnel, making WFC and OC important. Employees who can take time off for family commitments will be more focused on their work when they return. They will also have a positive attitude because they know that their employer recognises

the importance of their personal lives. In developing family-friendly work policies, the SANDF may use these findings as guidelines. By implementing family-friendly policies at work, fathers will be able to manage work and family responsibilities. Organisations that offer family-friendly policies will benefit from the increased commitment and employee loyalty

Conclusion

This study aimed to investigate the relationship between WFC and OC in fathers who are members of the SANDF, and whether their marital status and deployment influenced these relations. Work and family life are vital to adult life, but their roles are not always compatible, and as a result, work and family life are often at odds (Stafford et al., 2018). For a long time, military fathers have had to figure out how to reconcile their military duties with the needs of their families, even when things become challenging. (Hovey, 2018). Military culture is different from that of civilian culture, and there is a diversity of demographic, geographical, and ethnic characteristics; the current results may have an explanation in this regard. The military environment has unique work demands, and families and organisations play a valuable supportive role in unpredictable working environments (Glaser & Ellis, 2020; Reinhard, Wert & Schuler, 2020; Womack, Luterek & Anderson, 2020). According to Keyvanlo, Ghorbani, Tireh and Tazegole (2019), OC is an emotional and psychological dependence on an organisation, where the individual feels strongly connected and derives enjoyment from being a part of it. This notion of OC has been regarded as a significant factor influencing the interaction between people and organisations. Committed workforces will often put in more effort and have more passion for what they do than those less committed (Akehurst, Comeche & Galindo 2009).

Based on the faith that fathers make irreplaceable contributions to children, this study presumed that fathers bring something unique to their families (Popenoe, 1996; Horn, 2002). When absent, children are believed to suffer from emotional, intellectual, social, and behavioural issues. There have long been strong connections between fatherhood and patriarchy, so the meaning of father has often been identified with the description of a man throughout history (Griswold, 1993). A great deal of emphasis has been placed on the distinctions between fathers and mothers in terms of ideology surrounding fatherhood, with the father's role being deemed as both crucial and one of a kind (Dowd, 2000). Work and family are closely intertwined and often competitive in today's society. In WFC, one domain dominates the other, so participating in one makes it difficult for one to participate in the other.

It is common for Work-Family Conflicts to arise in the military in comparison with civilian work environments due to the military's rigid work environment (Baldwin, 2020; Dahlen, Segal, Kucharski & Ceballos, 2020; Wainwright, Burns & Marlowe, 2019). It is not uncommon for soldiers and their families to have work-family conflicts because of military obligations and personal demands (Cheng, 2016; Pease & Pease, 2016; Smith & Bal, 2018). According to Grant-Vallone and Donaldson (2001) and O'Driscoll, Brough & Kalliath, (2004), organisations are investing considerable effort into research on WFC and its destructive implications. For military personnel, demonstrating organisational commitment may be even more critical than for civilians due to the distinct trials and experiences involved. Military institutions may suffer from emotional detachment, which could account for the lack of commitment that leads to the prevalence of counterproductive attitudes and behaviours.

In addition, the connection between WFC and OC is not affected by whether someone is married or deployed. Study findings must be interpreted in light of struggles between work, family, and OC within SANDF, along with the impacts of marital status and deployment. The results will assist in the organisational values and policies that can contribute to a positive psychological climate for the fathers in the military because a favourable psychological environment creates an organisation's perception of psychological safety (Cartwright & Pappas, 2008). The increased sense of pride and satisfaction that comes with the recognition of their service will lead to a heightened level of commitment among military personnel, as commitment is a deep emotional connection to their unit and the military as a whole (Gade et al., 2003; Weinberg, 2019).

The military must consider their employees' family-domain welfare and work-domain welfare. Depending on the circumstances, an organisation may want to evaluate employees' family experiences to understand whether these roles will impact their work roles positively or negatively. While it is vital to recognise the significance of family life, organisations must be careful not to let this distract employees. Organisations must help the soldiers balance work and family obligations so that WFC may be reduced while improving employees' psychological and physical well-being. In addition to ensuring the physical and mental health of its employees, the organisation could increase productivity by ensuring a better balance between work and personal life.

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Appendix A

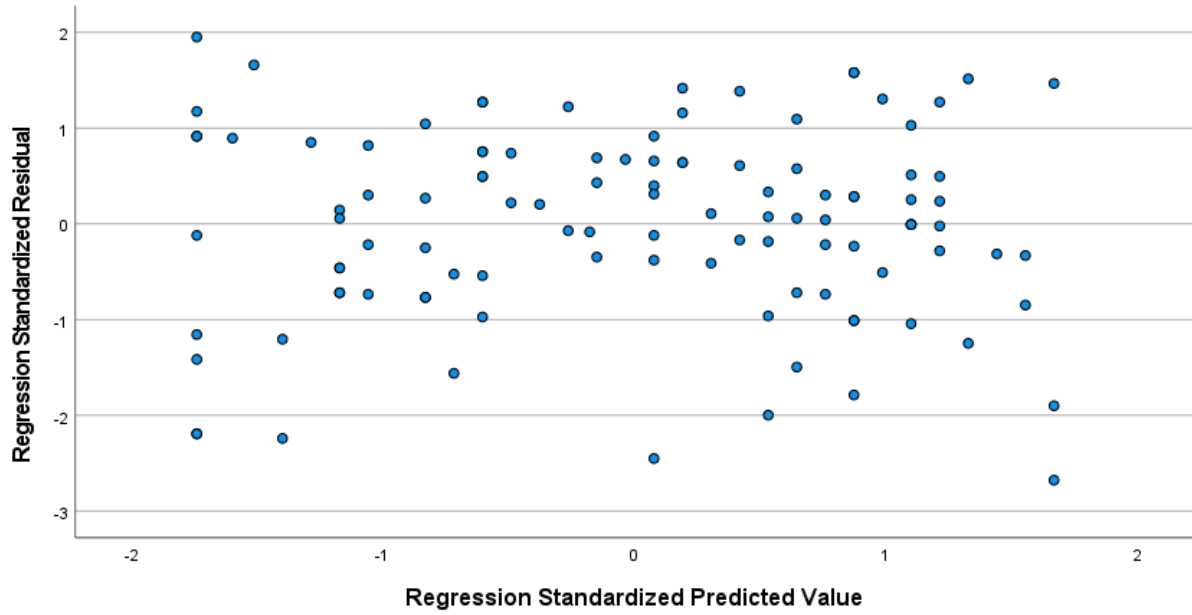


Figure A1: Observed and predicted residuals for Model 1

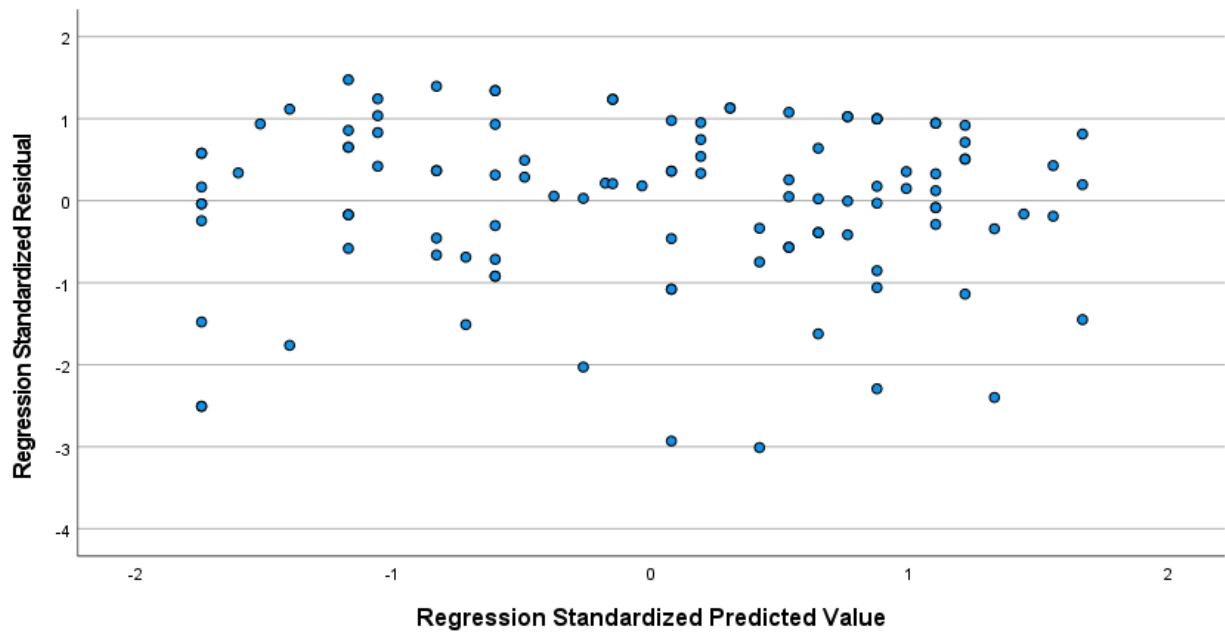


Figure A2: Observed and predicted residuals for Model 2

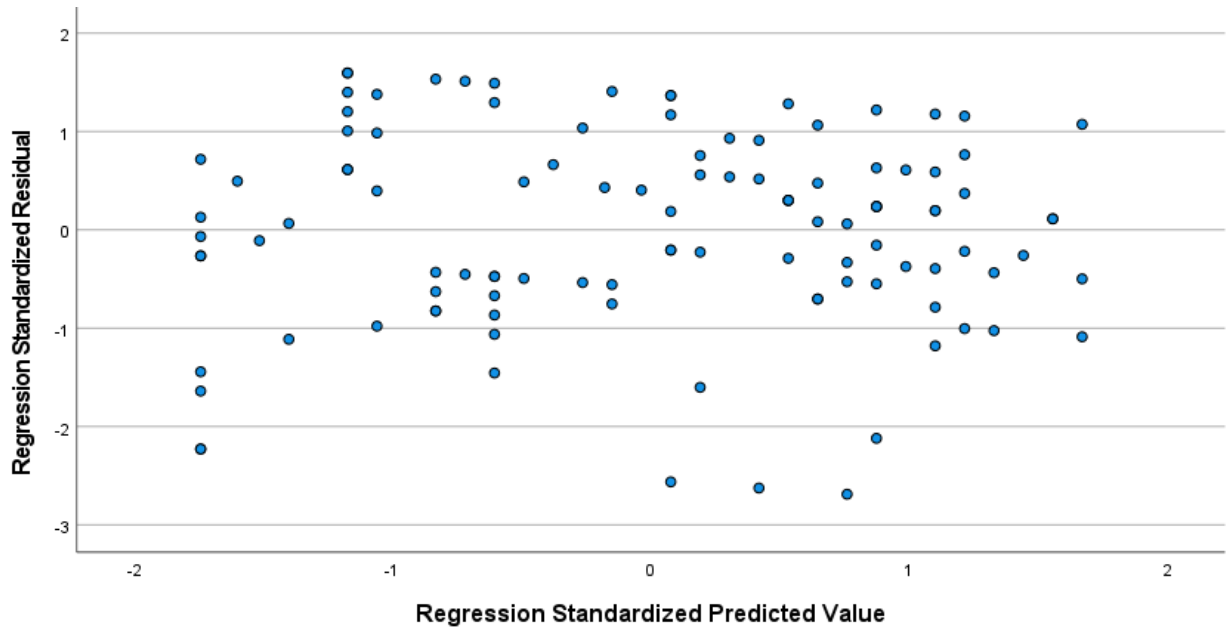


Figure A3: Observed and predicted residuals for Model 3

Appendix B

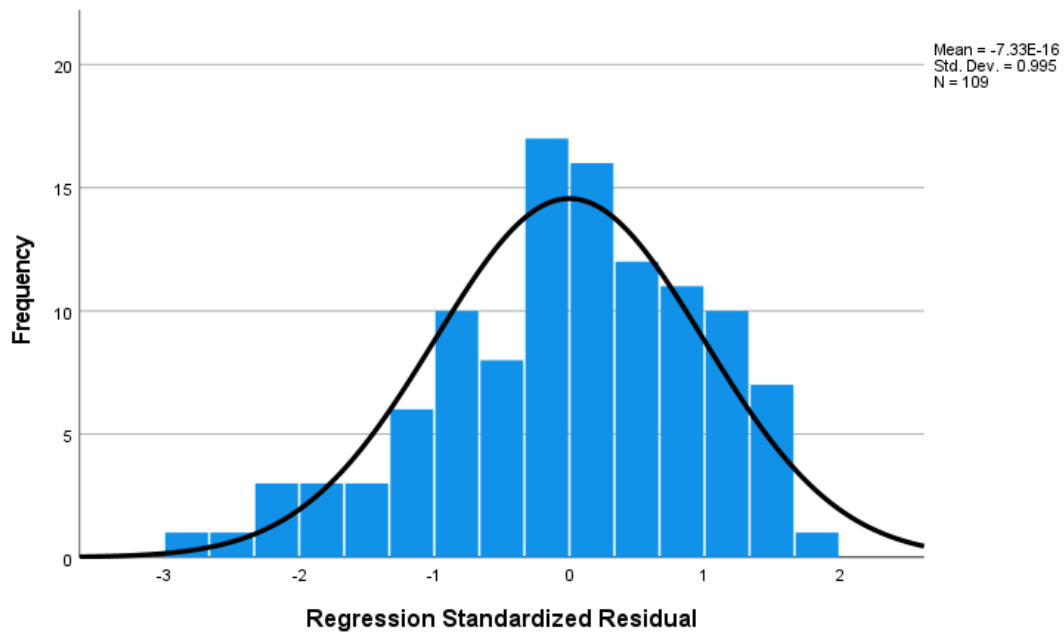


Figure B1: Histogram showing the distribution of the residuals in Model 1

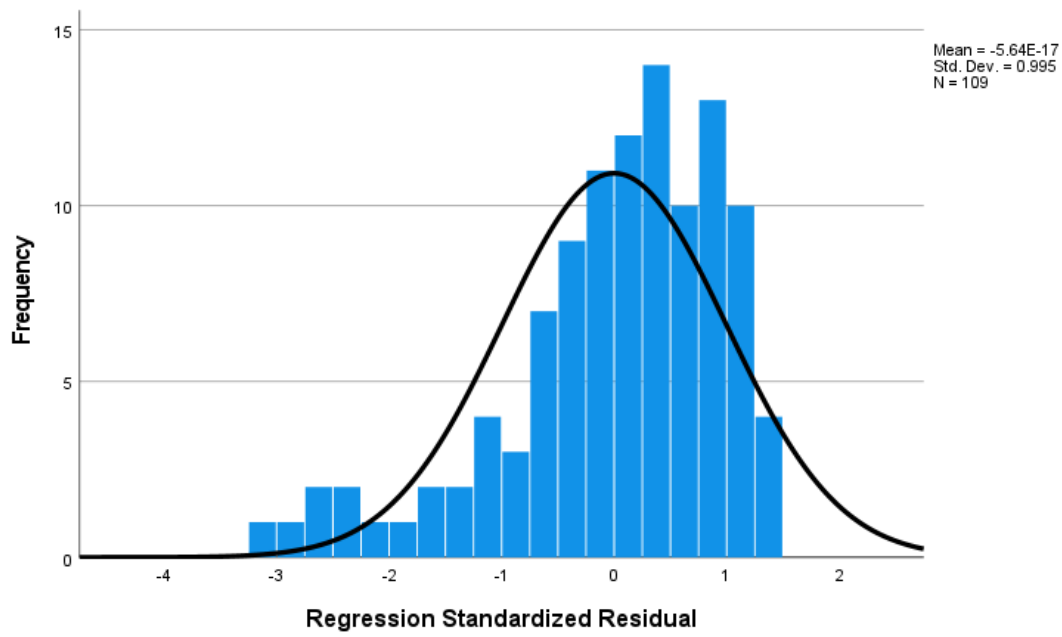


Figure B2: Histogram showing the distribution of the residuals in Model 2

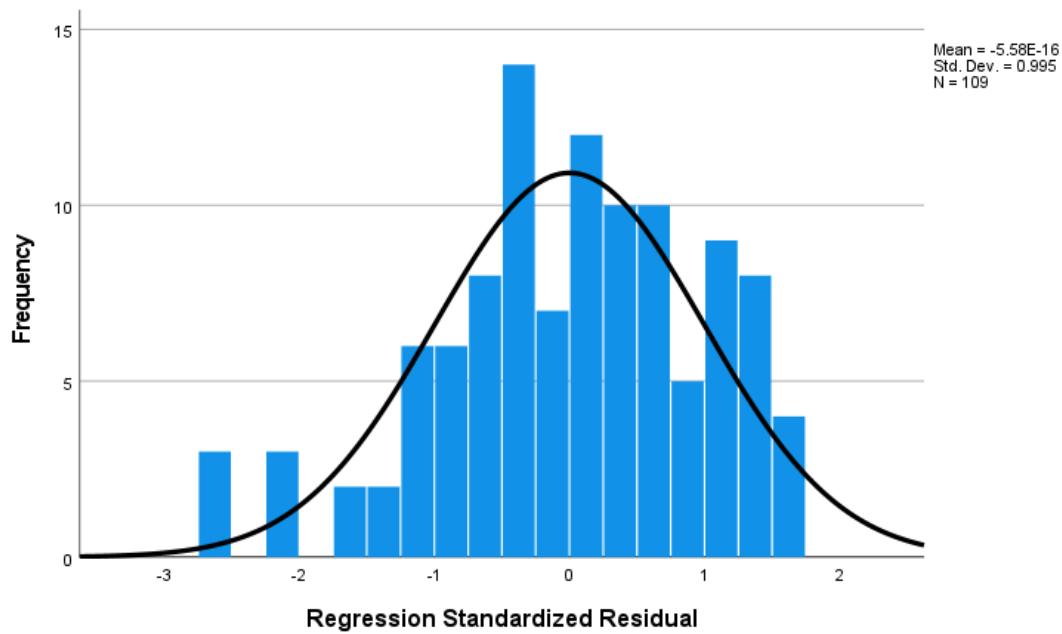


Figure B3: Histogram showing the distribution of the residuals in Model 3

Appendix C

Demographical Questionnaire

Information provided in this section will allow me to describe the characteristics of the people that participate in this study as well as determine the effect of moderators on the relationship between work-family conflict and organisational commitment.

Gender:

Marital Status:

Deployments:

Parental Status

Work-Family Conflict Scale

The Work-Family Conflict Scale (WFC) was developed and validated by Netemeyer et al. (1996). It has 10 items with a likert scale from strongly disagree (1) to strongly agree (7).

Work-Family Conflict Scale

1. The demands of my work interfere with my home and family life
2. The amount of time my job takes up makes it difficult to fulfil family responsibilities
3. Things I want to do at home do not get done because of the demands my job puts on me
4. My job produces strain that makes it difficult to fulfil family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.

Family-Work Conflict Scale

1. The demands of my family or spouse/partner interfere with work-related activities.
2. I have to put off doing things at work because of demands on my time at home.
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
5. Family-related strain interferes with my ability to perform job-related duties.

Organisational commitment

The organisational commitment scale (OCS) of Bagraim, J. J. (2013) adapted from Allen and Meyer (1996). It has 15 items with a likert scale from strongly disagree (1) to strongly agree (5).

Affective Commitment to the SANDF

Adapted from Meyer and Allen 1993, 1996

1. I feel as if this SANDF's problems are my own
2. I feel a strong sense of "belonging" to the SANDF
3. I feel "emotionally attached" to the SANDF
4. I feel like "part of the family" at the SANDF
5. The SANDF has a great deal of personal meaning for me

Continuance Commitment to the SANDF (CCORG)

Adapted from Meyer and Allen 1993, 1996

1. Right now, leaving the SANDF would involve making many sacrifices
2. It would be very costly for me to leave the SANDF right now
3. Too much of my life would be disrupted if I decided that I wanted to leave the SANDF now
4. I would not leave the SANDF right now because of what I would stand to lose
5. For me personally, the cost of leaving the SANDF would be far greater than the benefit

Normative Commitment to the SANDF

Adapted from Meyer and Allen 1993, 1996

1. I feel a sense of obligation to remain in the SANDF
2. Even if it were to my advantage, I do not feel it would be right to leave the SANDF now
3. I would feel guilty if I left the SANDF now
4. I would not leave the SANDF right now because I have a sense of obligation to the people in it
5. I would violate a trust if I quit my job with the SANDF now

Appendix D



Work-family conflict and organisational commitment in the South African National Defence Force

My name is Hellen Rangongo. I am a student at University of Cape Town doing Masters in Organisational Psychology Program. For my dissertation I am required to investigate work-family conflict and organisational commitment in the South African National Defence Force (SANDF). Ethical clearance has been obtained and authority has been granted by the South African National Defence Force. You will be presented with relevant information about the topic and questions will be answered.

You are requested to complete Demographical questionnaire and two surveys (work-family conflict scale and organisational commitment scale). If you agree to participate, the surveys will take 30 minutes of your time.

Eligible to participate are employees who are currently employed under the Defence Act in the South African National Defence Force.

Questions and Contacts

If you will like to contact the principal researcher to discuss the research, please email Hellen Rangongo rngmat07@myuct.ac.za

Professor Jeffrey Bagraim (Supervisor) jeffrey.bagraim@uct.ac.za

Consent to Participate

By ticking the boxes below, you acknowledge that your participation in the study is voluntary, you are over employed by the SANDF and you are aware that you may choose to opt out of the participation anytime and for any reason:

- Yes, I give my consent to participate in the study
- No, I do not give my consent and do not wish to participate in the study.

Thank you for your time and participation in advance

Appendix E



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29 07 2021

Hellen Rangongo
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University of Cape Town
REF: REC 2021/07/023

Work Family Conflict and Organisational Commitment in the South African National Defence Force

We are pleased to inform you that your ethics application has been approved. Unless otherwise specified this ethical clearance is valid until 31-Dec-2022 .

Your clearance may be renewed upon application.

Please be aware that you need to notify the Ethics Committee immediately should any aspect of your study regarding the engagement with participants as approved in this application, change. This may include aspects such as changes to the research design, questionnaires, or choice of participants.

The ongoing ethical conduct throughout the duration of the study remains the responsibility of the principal investigator.

We wish you well for your research.

2021.07.29
16:15:48 +02'00'

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