SCHOOL OF MANAGEMENT STUDIES

Investigating how Personality Traits and Career Anchors relate to Organisational Commitment and Turnover Intention among Uniformed Personnel in the South African Navy

By

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GRNJOH034

Thesis presented in partial fulfilment of the requirements for the degree of Master of Industrial Organisational Psychology in the Faculty of Commerce at the University of Cape Town

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2025

Declaration

Having thoroughly reviewed and fully understood the Policy on Plagiarism of the University of Cape Town, including its detailed definitions of plagiarism and self-plagiarism, I affirm, with utmost honesty and integrity, that the intellectual content of this submission is entirely my original work. This submission has not been presented, either wholly or partially, for evaluation in any other academic module or at any other institution. Additionally, the opinions expressed in this submission are exclusively my own, as the author, and do not represent the views of the Republic of South Africa Government, the South African National Defence Force, or the South African Navy.

Signed by candidate

Johan, A. Groenewald

Acknowledgements

I want to express my sincere gratitude to all those whose contributions have made the successful completion of this research possible. This endeavour would not have been realised without your unwavering support, guidance, and encouragement. Herewith, I would like to express my most profound appreciation and heartfelt gratitude to:

- My supervisor, Dr Y.E. Fontaine, whose exceptional mentorship and invaluable guidance have been instrumental in shaping this study, irrespective of the hour.
- My co-supervisor, Prof. F.S. de Kock, for his steadfast support and encouragement in fostering my academic pursuits.
- South African National Defence Force, for granting permission and aiding in facilitating this study within the South African Navy.
- All the participants, whose willingness to share their time, expertise, and experiences has been indispensable to completing this work.
- My family and friends, whose unwavering encouragement and support have been fundamental to the success of my academic achievements.

Perfer et obdura, dolor hic tibi proderit olim

Abstract

Employee retention remains a critical challenge in both civilian- and military organisations. Therefore, to gain a better understanding as to which individual differences may relate to retention, this study applied person-environment fit theories to investigate how personality traits and career anchors, respectfully relate to organisational commitment, and turnover intention. More specifically, a quantitative cross-sectional design was employed, inviting uniformed personnel in the South African Navy to complete a survey. The survey comprised different sections, which included the Big Five Inventory, Career Orientations Inventory, Organisational Commitment Questionnaire, and Turnover Intention Scale. Person correlation analyses revealed that some personality traits (i.e., extraversion, agreeableness, and emotional stability) were associated with higher organisational commitment, whilst low emotional stability was associated with turnover intention. Regression analysis revealed that high openness and low emotional stability positively predicted turnover intention, but none of the traits predicted organisational commitment. Furthermore, some career anchors (i.e., autonomy, entrepreneurial creativity, and lifestyle) were associated with both lower organisational commitment and higher turnover intention. Additionally, multiple linear regression showed that autonomy and lifestyle emerged as predictors of low organisational commitment, but lifestyle demonstrated higher organisational commitment. Lastly, pure challenge predicted low turnover intention. Fundamentally, insights from this research could be used to refine selection processes and inform targeted retention strategies, best aligning individual differences with the organisation's culture, values, and needs.

Keywords: Big Five personality traits, Schein's career anchors, organisational commitment, turnover intention, South African Navy

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Chapter 1
Introduction

"*I will carry out my mission with courage and assist my comrades-in-arms, even at the risk of my own life."*

- Code of Conduct, SANDF

The Code of Conduct governing uniformed personnel within the South African National Defence Force (SANDF), as mandated by the Defence Act 42 of 2002, underscores the extraordinary level of organisational commitment prescribed in military service. This commitment extends beyond professional dedication, necessitating an acceptance of substantial personal risk, including the potential sacrifice of one's life. While such allegiance is essential in the high-stakes military environment, the significant personal costs associated with this duty may intensify turnover intention (Werbel et al., 2022). This risk of attrition could be further influenced by individual differences, such as personality traits and career anchors, particularly when these factors appear to misalign with the stringent demands and sacrifices inherent in military service (Sümer & Mete, 2019). Exploring the mechanisms that sustain such deep-rooted allegiance within military structures provides valuable insights into broader organisational commitment frameworks, offering a critical foundation for understanding how turnover intention emerges and manifests within the SANDF (Mabuza & Dodd, 2020).

Scholars have extensively examined the development of psychological attachment to organisations, within which organisational commitment has emerged as a central construct (Khajuria & Khan, 2022). This multidimensional concept encapsulates an employee's alignment with institutional values, dedication to advancing strategic objectives, and intention to maintain long-term affiliation (Meyer & Allen, 1997). While not exclusive to military contexts, this psychological bond is particularly vital given the expectation that personnel prioritise institutional imperatives over personal considerations. High commitment is characterised by sustained dedication, discretionary effort, and resilience in demanding environments (Hyun et al., 2023; Mowday et al., 1979). Conversely, diminished commitment has been associated with increased absenteeism, chronic tardiness, and reduced operational efficiency, all of which compromise organisational effectiveness (Angel & Perry, 1981; Cruz et al., 2024).

To counteract these adverse outcomes, organisations increasingly adopt targeted interventions to enhance organisational commitment (Silverthorne, 2004). Turnover intention analysis has emerged as a critical component of these efforts, informing retention strategies and promoting workforce stability (Subramanian & Shin, 2013). Employee turnover refers to the voluntary movement of individuals across organisational boundaries (Price, 2001) and occurs when employees choose to leave despite the option of continued employment. This process unfolds in multiple stages, with turnover intention representing the final phase in the withdrawal cognitions that precede actual departure (Parker & Martin, 2009).

Employee turnover remains a critical challenge for organisations worldwide (Al-Suraihi et al., 2021). Elevated turnover rates disrupt institutional continuity, weaken team cohesion, and erode organisational knowledge. Moreover, turnover imposes significant costs related to recruitment, training, and personnel development, further straining resources (Griffeth & Hom, 2001; Rainey, 2009; Trevor & Nyberg, 2008). The challenge intensifies when skilled and experienced employees are scarce, resulting in an irreversible loss of efficiency and expertise (Takase, 2010).

The traditional stable employment model has shifted towards fluid career patterns, where individuals prioritise continuous development, adaptability, and marketability over long-term organisational loyalty. Career trajectories have become increasingly dynamic and non-linear, raising concerns regarding sustained employee commitment and career stability (Coetzee, 2015). This study utilises the model of military turnover by Sümer and Mete (2019), adapting it for the SANDF to better account for the complexities inherent in the naval context. This adapted model provides a structured framework by categorising contributing factors into three interconnected domains: distal, intermediate, and proximal. These domains offer a comprehensive perspective for analysing turnover dynamics within the organisation.

Distal factors negatively influence turnover behaviours, encompassing dispositional characteristics and organisational attributes. Among these, personality traits offer insight into enduring thoughts, beliefs, and behaviour patterns that shape individuals' interactions with their environments (Costa & McCrae, 1999). Career anchors further contribute by representing self-perceived talents, abilities, values, and evolving motives that inform career decisions (Schein, 2007). These distal factors form the foundation for understanding the stable characteristics that underpin turnover tendencies. Building on distal influences, the adapted model incorporates intermediate factors mediating the relationship between long-term predispositions and immediate turnover predictors. Psychological evaluations, including person-organisation fit, highlight the alignment between individual attributes and organisational characteristics (Jansen

& Kristof-Brown, 2006). Perceptions of quality of life, shaped by job experiences, significantly influence retention intentions. Organisational commitment reinforces this dimension by capturing the extent to which individuals identify with and engage in their organisation (Porter et al., 1974). Collectively, these intermediate factors bridge enduring dispositions and immediate turnover precursors. Proximal factors, which constitute the final stage of the model, serve as direct antecedents to turnover decisions (Redelinghuys & Botha, 2016; Steel & Ovalle, 1984). At this stage, turnover intentions become particularly salient, as they directly determine an employee's decision to leave the organisation.

By integrating the adapted model of Military Turnover, this multi-layered framework establishes a comprehensive link between enduring individual differences and immediate organisational outcomes. This approach deepens the understanding of organisational commitment and turnover dynamics, while offering a structured foundation for analysing selection and retention processes not only within the SA Navy but also across the broader SANDF.

Problem Statement

The Constitution of the Republic of South Africa (1996), under Section 200, mandates the SANDF to *defend and protect the Republic, its territorial integrity, and its people*. This is not just a duty but a sacred responsibility that the SANDF has always upheld with unwavering commitment. However, the continued departure of highly skilled and trained uniformed personnel, along with growing indications of further attrition, underscores the organisation's escalating challenge in fulfilling the professional and personal expectations of its workforce (Mabuza & Dodd, 2020). Consequently, the force faces a deepening crisis that erodes operational readiness and severely undermines its ability to fulfil its national defence imperatives.

At the core of this crisis is a deepening financial predicament, accelerating the force's decline. Persistent budget cuts have severely constrained the SANDF's ability to sustain operations, maintain critical infrastructure, and retain skilled personnel. Defence analyst Dean Wingrin characterises South Africa's 2024 defence budget as a significant setback for operational capacity (Martin, 2024a). The 2024/25 allocation of R51.8 billion, rising to R53.7 billion in 2025/26, represents a real-term reduction when adjusted for inflation. Defence spending now accounts for approximately 0.7% of GDP, a sharp decline from historical levels that once supported a more capable and responsive force.

Recognising these financial challenges, the Joint Standing Committee on Defence (2023a) reported that while the National Treasury allocated R1.4 billion to refit various naval platforms, this fell far short of the R8.5 billion required for the SA Navy to upgrade its fleet and restore operational capabilities. The SA Navy urged the Committee to highlight the risks of inadequate maintenance funding, warning of the potential impact on naval operations and severe consequences for personnel if the challenges remain unresolved.

Despite repeated warnings, concerns over the SANDF's decline continue to intensify, as the rapid deterioration of its infrastructure has rendered many military facilities severely compromised. This degradation undermines operational effectiveness while posing serious risks to personnel morale, well-being, and safety. Evidence of infrastructural decline emerged as early as 2014 when the Defence and Military Veterans Committee (2014) reported that only 38% of military facilities met acceptable standards. Since then, structural deficiencies have worsened, exemplified by the temporary closure of the South African Air Force headquarters in Pretoria due to an Occupational Health and Safety Act violation (Martin, 2024b). Similar infrastructural failures are prevalent across various military branches, reflecting systemic neglect. Among the more critical oversights, the failure to control invasive vegetation around the Simon's Town naval ammunition depot presents a severe fire hazard, directly violating safety regulations and significantly heightening the risk of a catastrophic explosion that could endanger both military personnel and the surrounding civilian population (Kretzmann, 2025). Beyond infrastructure decay, broader security vulnerabilities have emerged. Since 2019, the SANDF has reported the theft of 39 weapons, alongside 7,665 missing rounds of ammunition (Defence Web, 2024). These deficiencies ultimately expose military personnel and national security to heightened risks.

The SANDF's ongoing challenges have raised increasing concerns regarding morale among uniformed personnel. The Joint Standing Committee on Defence (2023b) assessed the SANDF's morale using the Department of Defence's 2021/22 morale survey, which recorded a neutral rating, signalling growing discontent within the force. The Committee cautioned that declining morale was unacceptable, particularly for personnel operating in high-risk environments, where sustained commitment are essential. As an inevitable outcome, financial constraints, infrastructural decay, and unsafe working conditions have contributed to growing dissatisfaction, steadily eroding commitment among uniformed personnel. In response, the Department of Defence (2020a), in its *Strategic Plan for 2020-2025*, reaffirmed Milestone 1, *Arresting the Decline*, as a strategic measure to halt the deterioration of defence capabilities. This initiative prioritises the recruitment of professionals, engineers, and technical personnel

while retaining critical leadership roles. Accompanying this effort, the Department of Defence (2020b) emphasised in its *Adjusted Annual Performance Plan* the importance of attracting skilled candidates to maintain an operationally capable workforce. Despite these measures, the SANDF continues to experience a sustained reduction in its workforce as attrition rates surpass the impact of targeted recruitment initiatives. The Department of Defence (2014), in *The South African Defence Review*, proposed expanding the force to 101,000 personnel by 2025, 189,000 by 2035, and 314,000 in the long term. However, the Department of Defence (2024a) projects a sharp decline to approximately 70,885 personnel in its *Annual Performance Plan* for the 2024 *Medium-Term Expenditure Framework* period. Exacerbating these workforce challenges, the Department of Defence (2024b) highlighted concerning employment and turnover trends in its *Annual Report* 2023/24. Resignations and non-renewals of contracts have led to a 24% attrition rate, resulting in 682 critical post-termination and transfer cases. High vacancy rates persist at various skill levels, with 41% of engineering and 28% of technical roles unfilled. Severe shortages occur among lower-skilled workers (67%), senior professionals (56%), and highly skilled supervisors (30%), undermining operational capacity.

In light of these workforce challenges, Vice Admiral M. Hlongwane, Chief of the SA Navy, emphasised the detrimental effect of skilled personnel departing due to budget constraints on the Navy's operational efficiency (Wingrin, 2019). This shortage has significantly impaired the military's capacity to safeguard the broader community and its personnel. These constraints directly result from the Navy's continued failure to meet operational targets, as reflected in the Department of Defence (2024b) *Annual Report 2023/24*. The SA Navy achieved only 2,770 hours at sea (35%) in FY2022/23 out of the planned 8,000 hours, with performance further declining in FY2023/24 to 2,641 hours (33%), preventing the execution of critical coastal patrols. Thus, the inability to conduct these essential patrols has negatively impacted the Navy's capacity to respond to the growing demands for maritime security. Heightened tensions in the Red Sea have contributed to a 60% surge in ship traffic along South Africa's coastline, resulting in an increase in maritime incidents and reinforcing the Navy's responsibility to safeguard these waters. However, its operational limitations have constrained its ability to meet these challenges. The failure to fully support the Maritime Rescue Coordination Centre contributed to 20 fatalities in 2023/24, despite its response to 138 search and rescue incidents and the successful rescue of 168 individuals (Martin, 2024c). This escalating operational demand underscores the Navy's diminishing capacity to protect national waters and economic interests while raising concerns regarding its ability to ensure personnel safety.

During the Joint Standing Committee on Defence (2019) meeting, the Chief of the SA Air Force, Lieutenant General Z. Msimang, raised serious concerns regarding force readiness. He acknowledged the challenge of leading personnel who are expected to risk their lives without being able to ensure they have the best possible chance of survival. In 2016, the loss of eleven SANDF members in a bus accident in the Free State highlighted the military's failure to uphold basic safety standards (South African Government, 2016a). That same year, a soldier lost his life in a firefight with rebels in the Democratic Republic of Congo, underscoring the dangers faced by South African peacekeepers operating with limited support in volatile regions (South African Government, 2016b). In February 2017, a tragic sewer pit incident at the Durban Naval Base claimed the lives of three SA Navy personnel and three Department of Public Works construction workers. This incident underscored serious concerns regarding workplace safety measures (South African Government, 2017).

As financial pressures intensified, operational failures have worsened significantly. In September 2023, three SA Navy submariners onboard the SAS Manthatisi lost their lives after being swept overboard by a high wave, raising concerns regarding the Navy's capacity to maintain its vessels and ensure crew preparedness (South African Government, 2023). Less than a year later, on 6 July 2024, four members of the SANDF passed away during Operation Vala Umgodi, aimed at combating illegal mining. Found in a container meant for use as a guard post, they suffered carbon monoxide poisoning, likely caused by a makeshift fire. This event underscored the insufficient logistical support for deployed troops. (South African Government, 2024a). By mid-2024, the SANDF's operational limitations had become even more evident. On 27 June, a mortar attack on a South African military base in the Democratic Republic of Congo resulted in two fatalities and injuries to twenty others (South African Government, 2024b). In 2025, escalating conflict in the region led to the deaths of thirteen soldiers, with the SANDF struggling to sustain its peacekeeping commitments due to outdated equipment, insufficient supplies, and declining troop morale (South African Government, 2025). These incidents underscore a dire crisis within the SANDF, driven by financial constraints, deteriorating equipment, and a shrinking skills base, resulting in recurring and preventable fatalities. Without urgent intervention, persistent systemic failures that compromise personnel safety are likely to undermine organisational commitment and foster a climate of distrust. In such conditions, the cumulative psychological toll, exacerbated by incidents involving severe harm or fatalities, may lead to heightened turnover intentions and an eventual unwillingness to remain within the organisation.

In remembrance of the uniformed personnel who lost their lives in service to South Africa, these individuals were more than soldiers; they were dedicated professionals who embodied duty, honour, and sacrifice. With an unwavering commitment to the Code of Conduct for Uniformed Members, they carried out their missions with discipline and courage, even in the face of extreme danger. Their sacrifice serves as a powerful testament to their dedication and resilience. Their legacy must endure as a solemn reminder of the cost of service and the responsibility to safeguard those who continue to wear the uniform.

Research Aim and Objectives

In light of the background and rationale, the aim of this study is to investigate the extent to which personality traits and career anchors relate to organisational commitment and turnover intention among uniformed personnel in the SA Navy. More specifically, this study seeks to address the following research questions:

1. Is organisational commitment related to turnover intention?
2. How do different personality traits relate to organisational commitment and turnover intention, respectively?
3. How do different career anchors relate to organisational commitment and turnover intention, respectively?
4. Do personality traits and career anchors significantly predict organisational commitment and turnover intention?

To address these research questions, the study's objectives are to outline the relationships and predictive value of personality traits and career anchors in relation to organisational commitment and turnover intention. More specifically, the study's purpose is to understand how organisational commitment and turnover intention are shaped by individual differences, providing insights into workforce management. To address the research questions, the study sets out the following research objectives to:

- E*xplore the relationship between organisational commitment and turnover intention*. This objective examines the nature and strength of the relationship between organisational commitment and turnover intention, providing insights into whether higher commitment levels are associated with lower turnover intention.

- *Determine the relationship between personality traits and both organisational commitment and turnover intention, respectively*. This study examines the associations between personality traits, organisational commitment, and turnover intention. Understanding these relationships offers insights into behavioural patterns within the SA Navy, enhancing knowledge of workplace commitment and turnover tendencies.
- *Determine the relationship between career anchors and both organisational commitment and turnover intention, respectively*. The objective of this study is to examine the associations between career anchors, organisational commitment, and turnover intention. Understanding these relationships provide insights into how career values, needs, and preferences are linked to workplace commitment and turnover tendencies within the military environment.
- *Determine which personality traits and career anchors significantly predict organisational commitment and turnover intention amongst SA Navy personnel*. The findings provide evidence-based insights for selection and retention strategies by identifying personality traits that significantly predict organisational commitment. Additionally, career anchors that influence turnover intention inform career development initiatives aimed at supporting long-term retention.

Significance of the Study

Workforce retention remains a persistent challenge for military institutions worldwide, yet much of the existing research on organisational commitment and turnover intention is rooted in civilian contexts. This study addresses this gap by examining the role of personality traits and career anchors in shaping organisational commitment and turnover intention within the structured environment of the SA Navy. The findings contribute to theoretical discourse and practical applications in military workforce management. This research advances the understanding of individual differences in military retention by critically analysing the Big Five personality traits and Schein's Career anchor framework within a hierarchical, regimented institution. While these models have been extensively validated in corporate and civilian settings (Barrick & Mount, 1991; Hartmann & Gronnerod, 2009; Sohail et al., 2023), their applicability to military organisations remains underexplored. By integrating these frameworks with the military turnover model, this study develops an adapted conceptual model tailored to the SA Navy's unique demands, offering new insights into how dispositional and motivational factors influence retention in high-risk, high-commitment professions.

From an operational perspective, this study provides data-driven insights to refine the SA Navy's human resource strategies. The findings inform recruitment practices by identifying personality traits and career anchors associated with organisational commitment and turnover intention. This ensures that selection criteria are related to the psychological and motivational factors necessary for long-term service. Additionally, evidence-based retention strategies can enhance personnel engagement and mitigate attrition. Career development frameworks can be adapted to align individual aspirations with military structures, improving job satisfaction and organisational stability. Given high turnover's operational and financial consequences, the study equips decision-makers with actionable intelligence to enhance workforce sustainability, reduce personnel loss costs, and strengthen mission readiness.

Beyond the SA Navy, this study has global relevance for military organisations facing similar retention challenges. By developing a structured military turnover model, the research provides a replicable framework for assessing workforce stability, psychological alignment, and institutional commitment across defence forces. The findings are particularly valuable for policymakers responsible for military human resource planning, as they ensure that recruitment and retention strategies proactively sustain a skilled and committed force in increasingly volatile operational environments. Moreover, the study contributes to broader discussions on workforce retention in high-risk, structured professions, with implications for law enforcement, emergency services, and other sectors where rigid hierarchies and psychological resilience are critical.

Fundamentally, this research bridges a critical gap by contextualising personality traits and career anchors within the socio-structural realities of military service. It offers both theoretical advancements and practical solutions for workforce retention, equipping the SA Navy and other military institutions with a strategic approach to sustaining personnel commitment and reducing turnover intention. Through its interdisciplinary contribution to industrial-organisational psychology, military human resource management, and strategic workforce planning, this study establishes a foundation for evidence-based interventions to strengthen the long-term stability of structured organisations.

Delimitations

This study establishes a well-defined scope by explicitly identifying both included and excluded elements, thereby enhancing methodological precision and ensuring a contextually relevant and analytically rigorous analysis (Theofanidis & Fountouki, 2018). The study primarily employs an adapted model of Military Turnover by Sümer and Mete (2019) to establish a clear theoretical foundation. Broader organisational behaviour theories, such as social exchange theory (Blau, 1964) and self-determination theory (Ryan & Deci, 2000), are deliberately excluded as they extend beyond the study's intended focus. This selective inclusion maintains conceptual coherence.

Although the adapted model of Military Turnover positions organisational commitment as a mediator of turnover intention, this study adopts an alternative approach by treating organisational commitment as a dependent variable. This modification allows for a more direct examination of its determinants, ensuring alignment with the study's objectives.

The research population is also clearly delimited. The study is confined to active-duty personnel within the SA Navy, explicitly excluding members of other SANDF branches, civilian employees, and retired veterans. This targeted scope maintains relevance to the specific organisational context under investigation.

External factors such as economic conditions, alternative employment opportunities, and personal life circumstances are systematically excluded to preserve analytical clarity. This decision was made to focus the study on internal factors within the military context, enhancing internal validity by minimising extraneous influences that could obscure the relationships under examination.

Finally, the study does not account for longitudinal changes in organisational commitment or turnover intention. It employs a cross-sectional design, capturing a snapshot of associations rather than establishing causal inferences. It is important to note that the findings should be interpreted with the understanding that they represent a specific point in time and may not fully capture the dynamics of military turnover over time.

Structure of the Dissertation

This study comprises five chapters, each divided into sections and subsections. These chapters guide the reader through theoretical foundations and conclude with practical recommendations for improving recruitment and retention in the SA Navy. The structure follows a logical sequence aligned with the study's aim and methodology.

Chapter 1 introduces the study by outlining its background, research problem, objectives, and significance. It also presents the research questions and provides an overview of the dissertation structure.

Chapter 2 comprehensively reviews the theoretical, conceptual, and empirical literature relevant to the study. This chapter establishes the theoretical underpinnings, synthesises existing knowledge, and identifies research gaps.

Chapter 3 details the methodological approach, including the research design, data collection techniques, and data analysis methods. This chapter justifies the selected methodology, ensuring alignment with the study's objectives and philosophical stance.

Chapter 4 presents the results, offering a clear and concise report of data analysis outcomes. This chapter focuses on statistical findings without interpretation, providing insight into relationships between key variables.

Chapter 5 discusses the findings by interpreting the results in relation to the research questions, theoretical framework, and existing literature. It also proposes recommendations for improving recruitment and retention strategies within the SA Navy, taking into account the implications for both theory and practice.

The following chapter presents a systematic and critical literature review, highlighting relevant theories and empirical findings. Based on these empirical findings, several hypotheses are proposed.

Chapter 2
Literature Review

The literature review situates this study within the broader context of existing knowledge by synthesising previous research, thereby establishing its scholarly relevance (Sekaran & Bougie, 2016). This chapter is structured into three sections, each contributing to the study's foundational understanding. The first section outlines the theoretical framework, providing a structured lens for contextualising research variables in alignment with established theories. The second section presents the conceptual literature review, critically evaluating key constructs and examining interrelationships among the variables under investigation. This section also identifies knowledge gaps, highlighting areas requiring further exploration. The final section analyses empirical literature, reviewing prior findings to identify trends, patterns, and inconsistencies. This comprehensive analysis strengthens the contextual foundation for hypothesis development and positions the study within existing scholarship.

Theoretical Framework

The theoretical framework offers insights into the theories and models that explain the phenomena under investigation (Kivunja, 2018). This section is systematically divided into two subsections to comprehensively analyse the relevant theoretical constructs. The first subsection situates the framework within a broader context, particularly emphasising military identity. This examination is essential for assessing the framework's relevance and applicability in addressing turnover within military settings. The second subsection explores the adapted model of Military Turnover, identifying the distal, intermediate, and proximal constructs. These constructs provide a nuanced understanding of the complex nature of military turnover, bridging individual and organisational factors influencing personnel turnover decisions.

Military Identity

Though operating within a specialised context, the military workforce shares fundamental characteristics with employees in other professional sectors. Soldiers, airmen, sailors, and medical personnel exhibit similar vulnerabilities, strengths, and intrinsic human needs as the broader workforce. While their profession imposes unique demands, they remain part of the larger societal fabric and contribute to an organisational system. What distinguishes them is the institutional military environment in which they operate.

The military, functioning as a workplace and a structured social organisation, is a unique blend of societal trends and a distinct operational ethos. This ethos prioritises collective objectives over personal interests, fostering unity and a shared purpose among personnel. However, it also often limits individual autonomy, with rigid hierarchical structures dictating actions, schedules, and priorities. The unique conditions of military life, including extended deployments, stringent regulations, and frequent relocations, shape a military identity rooted in discipline, shared purpose, and sacrifice. Understanding this identity is crucial, as it is both a product of and a shaping force within the profession.

This identity is reinforced by a compensation system that privileges non-monetary benefits and paternalistic values, consistent with traditional institutional frameworks (Moskos, 1977). Over time, evolving occupational models have shifted military employment dynamics, prioritising market-driven rewards and individual interests (Heward et al., 2024). These changes present new challenges in managing military identity. Conceptual difficulties persist in understanding identity formation mechanisms, assessing the impact of military culture, and evaluating mental health implications. Heward et al. (2024) suggest that military identity transcends external markers such as uniforms and ranks, reflecting deeper psychological processes. Group membership shapes self-perception, norms, emotions, beliefs, and behaviours, while misalignment between personal values and institutional norms can lead to adverse mental health outcomes.

Theoretical perspectives on military identity draw from constructs such as culture, attitudes, values, and motivation (Johansen et al., 2013). Social identity theory (Hogg & Turner, 1985) posits that individuals categorise themselves into groups, internalise group values, and compare these with others. In the military, identity formation depends on how much personnel internalise organisational goals, values, and tasks; however, when personal and organisational identities conflict, compartmentalisation and psychological distress may result.

Beyond psychological dimensions, culturally specific tools for personality assessment are increasingly necessary in military operations. Personality traits vary across cultural contexts, and instruments tailored to the military's unique environment are needed. High-stress roles demand evaluations that address attributes such as narcissism and Machiavellianism, which influence recruitment and deployment decisions. Culturally relevant assessments enhance recruitment processes, deployment planning, and specialised mission preparation, underlining the importance of cultural understanding in military operations.

Applying nonmilitary models to military contexts requires careful consideration of the profound influence of military identity on personnel. This identity shapes behaviours, values, and decision-making processes in ways often incompatible with those generic nonmilitary frameworks. Neglecting these dynamics risks undermining both individual well-being and organisational objectives. Thus, utilising targeted military models is essential for improving operational effectiveness and securing the long-term sustainability of the military workforce.

Model of Military Turnover

Building on the exploration of military identity, this section examines turnover intentions and their implications for organisational retention and exit behaviours. Sümer and Mete (2019) highlight the importance of understanding voluntary turnover processes, particularly given the high costs of losing skilled personnel. These challenges are amplified in military contexts, where sustaining morale, motivation, and operational readiness is critical to mission success. However, existing voluntary turnover models, primarily designed for civilian organisations, often fail to account for the distinct characteristics of military turnover. Schwerin et al. (2006) argue that such models overlook key factors unique to military service, including rigid hierarchies, deployment demands, and a cultural ethos centred on duty and sacrifice.

Addressing these gaps is crucial for developing frameworks that effectively capture the complexities of military turnover. To this end, Sümer and Mete (2019) introduced the model of Military Turnover, a framework specifically designed to examine the diverse factors influencing military personnel's decisions to leave. This model advances the literature by prioritising psychological processes and subjective experiences, offering a causal framework for predicting turnover, and incorporating value congruence alongside context-specific personality factors.

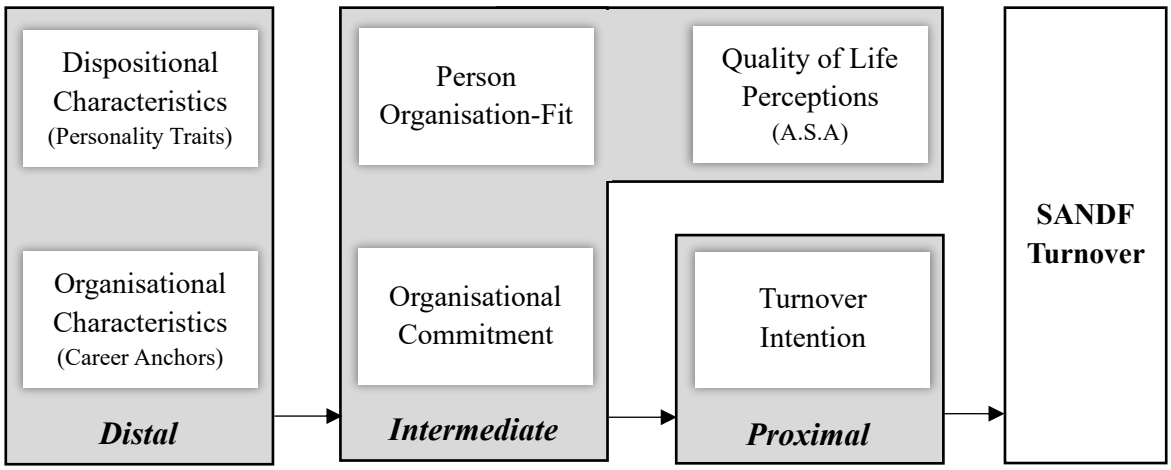
Despite its contributions, Sümer and Mete (2019) highlight the need to refine their model, which centres on job satisfaction as a predictor of turnover. This study advances the model by shifting the focus to organisational commitment, following Weiss et al.’s (2003) assertion that commitment is a stronger determinant of turnover. Adapting the framework to the specific challenges of the SA Navy, this study explores the mechanisms driving withdrawal behaviours within this context.

The adapted framework begins with *distal* factors, such as dispositional traits and job or organisational characteristics, which form the foundation for understanding turnover dynamics. These distal factors influence *intermediate* factors, including person-organisation fit, quality of life, and organisational commitment, collectively shaping turnover intentions. *Proximal* factors, namely turnover intentions, directly predict withdrawal behaviours. This hierarchical structure captures the interaction between individual and organisational elements in shaping turnover, providing a comprehensive perspective on military withdrawal behaviours.

Figure 1 presents a structured framework for understanding the adapted model of Military Turnover. By contextualising turnover within the SA Navy's operational and cultural environment, this framework addresses critical gaps in existing models and deepens understanding of the factors influencing retention in military settings.

Figure 1

Adapted Model of Military Turnover



Note. Adapted from Sümer, H. C., & Mete, I. (2019). Why do they leave? A conceptual model of military turnover. In A. B. Adler, P. D. Bliese, & C. A. Castro (Eds.), *The Routledge International Handbook of Military Psychology and Mental Health* (pp. 257). Routledge.

Distal Factors. Distal factors encompass broad and stable elements, including personality traits, organisational culture, and general job attributes, indirectly influencing behaviours and decisions over time. These foundational factors shape the contextual framework through which individuals perceive and engage with their environment. Although their effects may not be immediately observable, they gradually shape attitudes, satisfaction levels, and behavioural responses, operating subtly yet pervasively.

Dispositional Characteristics. Personal dispositions play a crucial role in organisational turnover dynamics. While some individuals exhibit an inherent tendency to resign even under favourable conditions, others display resilience, maintaining their commitment despite adversity. Within this framework, the theoretical model underscores the Big Five personality traits as key determinants of organisational commitment and turnover intentions. This perspective highlights the significance of specific personality traits in attitude-driven turnover and unplanned departures triggered by unforeseen events.

Job and Organisational Characteristics. The adapted model emphasises that work and organisational characteristics are shaped by individual perceptions rather than objective attributes, reflecting factors that influence workplace experiences, particularly in military turnover. These characteristics fall into two categories: instrumental and non-instrumental, closely aligning with the values and motivations outlined in career anchors.

Instrumental characteristics, such as workload and compensation, represent tangible and measurable aspects of employment. These align with career anchors like security and stability, where individuals prioritise predictable and financially secure conditions, or entrepreneurial creativity, which values innovation and professional growth opportunities. Non-instrumental characteristics, such as workgroup cohesion and organisational culture, relate to intangible and relational workplace aspects. These correspond with career anchors focused on service, autonomy, or lifestyle, where intrinsic and relational factors shape job satisfaction and organisational alignment.

Career anchors provide a valuable framework for understanding the subjective nature of these perceptions. In the military context, they clarify why some individuals prioritise measurable job conditions while others focus on relational or cultural dimensions. The interaction between career anchors and job characteristics is crucial for understanding retention and turnover decisions, as it highlights diverse influences on organisational commitment and satisfaction. Considering this dynamic, the adapted model offers a nuanced perspective on the underlying drivers of personnel decisions within military organisations.

Intermediate Factors. These factors link distal influences and specific behaviours or outcomes, shaping how individuals perceive, interpret, and respond to their immediate environment. Intermediate factors reflect experiential and contextual elements, including psychological constructs such as attitudes, job satisfaction, and perceptions of organisational fit. Unlike distal factors, which exert influence over extended periods, intermediate factors operate within shorter timeframes, reflecting individuals' ongoing evaluations of work and life conditions. By mediating the translation of long-term influences into actionable outcomes, they play a pivotal role in shaping organisational behaviours and decisions. Their dynamic nature captures evolving perceptions, offering insight into how individuals align with or diverge from organisational expectations and objectives.

Work Attitudes: Organisational Commitment. Job satisfaction and organisational commitment are often interdependent, with Sümer and Mete (2019) suggesting a cyclical relationship influencing turnover intentions. However, this study adopts the framework of Weiss et al. (2003), which prioritises organisational commitment as the primary determinant of employment decisions. Within this framework, organisational commitment comprises three dimensions: affective, continuance, and normative.

Building on this foundation, the adapted model incorporates psychological contract theory to enhance the understanding of organisational commitment. Coetzee and Schreuder (2010) define psychological contracts as representing employees' perceptions of mutual obligations between themselves and their organisations, encompassing unwritten and subjective agreements (Tallman & Bruning, 2008). In military contexts, these contracts have traditionally centred on long-term job security in exchange for loyalty and obedience, fostering predictability, reducing uncertainty, and promoting stability (Mabuza & Dodd, 2020).

Within the SA Navy, evolving employee expectations intersect with formal agreements, creating a complex interplay between individual aspirations and organisational objectives. Employees increasingly seek satisfaction, self-fulfilment, and equitable rewards while prioritising strategic goals. Psychological contracts, shaped by socio-cultural norms and work ethics, define perceptions of mutual obligations and entitlements (Botha & Moalusi, 2010). When organisational actions align with employee expectations, a favourable psychological contract emerges, enhancing job satisfaction, commitment, and retention. Such alignment fosters higher engagement, increased intent to remain, and the demonstration of organisational citizenship behaviours that exceed formal job requirements (De Vos et al., 2005). Conversely, breaches in the psychological contract, where employees perceive unmet obligations, lead to

dissatisfaction, reduced contributions, and increased turnover intentions (Dabos & Rousseau, 2013). These breaches often stem from violations of core personal values, such as social recognition, work-life balance, and professional development opportunities (Botha & Moalusi, 2010). Organisations have adapted to shifting career expectations by investing in employee education, creating flexible career pathways, and implementing work-family policies. Unlike traditional command-and-control structures, modern organisational support systems recognise the multi-directional nature of contemporary careers, fostering an environment that balances individual aspirations with organisational objectives (Baruch, 2004).

The psychological contract significantly influences organisational commitment, career satisfaction, and overall life satisfaction. Addressing employees' evolving expectations while aligning them with organisational goals is pivotal in cultivating a sustainable, motivated, and committed workforce.

Person-Organisation Fit. While job satisfaction and organisational commitment have been thoroughly researched, they only partially account for employee tenure (Griffeth et al., 2000). Consequently, the person-organisation fit has emerged as a valuable concept that provides additional insights (Chinomona & Dhurup, 2014). The person-organisation fit theory, introduced by Kristof (1996), highlights the importance of alignment between employees and organisations, asserting that congruence fosters mutually beneficial outcomes. This theory identifies two key dimensions: supplementary fit and complementary fit. Supplementary fit occurs when individuals and organisations share characteristics that promote a sense of belonging, whereas complementary fit arises when differing but compatible attributes enhance the capabilities of both parties.

These dimensions emphasise the role of alignment in shaping organisational commitment and retention, particularly in complex and demanding environments such as the military. By ensuring that individual values, skills, and attributes align with organisational culture and objectives, person-organisation fit provides a valuable framework for understanding how employee perceptions influence organisational outcomes, ultimately contributing to workforce stability and effectiveness.

Quality of Life Perceptions. Well-being, influenced by health, relationships, and leisure factors, is crucial in shaping retention intentions. This is particularly relevant in the military context, where quality of life (QoL) affects professional and personal domains. The original model recognises QoL variables as critical determinants of retention, often exerting more significant influence than other factors.

To expand the understanding of these dynamics, this study integrates the Attraction-Selection-Attrition (ASA) model, introduced by Schneider (1987), as a theoretical foundation. The ASA model provides insights into how person-organisation fit shapes recruitment, retention, and organisational culture, offering a comprehensive framework for analysing the relationship between individual and organisational alignment in military retention.

The ASA model posits that job tenure depends on the alignment between individual and organisational values, functioning through three interconnected phases: attraction, selection, and attrition. These phases collectively foster organisational homogeneity, where aligned values enhance retention and reduce turnover (Hassan & Shabani, 2013; Li et al., 2010).

The first phase, attraction, occurs when individuals are drawn to organisations that align with their values and culture. This alignment influences their application likelihood, often based on limited organisational information (Judge & Bretz, 1992; Rynes et al., 1991). During this stage, individuals assess potential compatibility with organisational culture, initiating the alignment process.

The second phase, selection, involves organisations recruiting individuals who fit their cultural and operational norms. This process enhances cohesion and organisational fit but may reduce diversity and adaptability. Strong alignment leads to greater job satisfaction and organisational commitment, whereas misalignment often results in dissatisfaction, withdrawal, and eventual turnover (Cable & Judge, 1996; Posner, 1992).

The final phase, attrition, occurs when individuals who do not fit the organisational culture leave. This process reinforces homogeneity, as those aligned with organisational values remain. While this fosters stability and cohesion, it also limits diversity, essential for adaptability and innovation. The attrition phase highlights the trade-offs between maintaining a cultural fit and fostering diversity, which is critical for long-term organisational resilience.

The proposed framework integrates the ASA model to highlight the relationship between QoL variables and person-organisation fit. This integration demonstrates how these factors collectively shape retention intentions, influencing organisational stability, cohesion, and adaptability.

Proximal Factors. Proximal factors serve as immediate and direct precursors to behaviours or decisions, encapsulating the cumulative influences of distal and intermediate factors. These factors are shaped by recent events, experiences, or situational changes, often triggered by critical incidents. They frequently manifest as intentions to leave a job or as reactive responses to stressors, reflecting the immediate context in which decisions occur.

Operating at the final stage of the decision-making process, proximal factors are widely considered the most reliable predictors of behaviour. By directly linking situational dynamics to outcomes, they provide valuable insights into the organisational behaviours that influence employees' decisions to remain with or depart from the institution.

Turnover Intention. Turnover intentions are widely recognised as the most proximal predictors of turnover behaviour, consistently emerging as the strongest indicators of actual employee departure (Bluedorn, 1978; Firth et al., 2004; Griffeth et al., 2000; Hom et al., 1992; Mobley et al., 1978; Van Breukelen et al., 2004).

In military contexts, rising turnover intentions often solidify the trajectory toward actual turnover, mainly due to military employment's contractual and structured nature. This underscores the importance of addressing turnover intentions as direct determinants of turnover behaviour. Ajzen's (1991) behavioural intention theory further explains this relationship, asserting that intentions strongly predict actual behaviours.

The adapted model of Military Turnover proposed in this study provides a comprehensive framework for understanding the multifaceted factors influencing turnover intentions and behaviours in military settings. By integrating distal, intermediate, and proximal factors, the adapted model examines how individual characteristics, job-related factors, organisational fit, and quality of life perceptions interact to shape retention decisions.

Conceptual Literature Review

The conceptual literature review comprehensively synthesises existing research, systematically defining and clarifying key concepts and constructs central to this study (Rocco & Plakhotnik, 2009). To ensure a thorough examination of the relevant literature, the review is structured into two main subsections. The first subsection explores organisational commitment, focusing on the Three-Component model, emphasising its role in shaping turnover intentions and influencing employee retention. The second subsection examines turnover intention, analysing its dimensions, underlying drivers, and implications within organisational contexts.

Organisational Commitment

Over recent decades, organisational commitment has attracted significant scholarly attention, establishing itself as a central theme in industrial and organisational psychology (Al-Jabari & Ghazzawi, 2019; Chen et al., 2015; Tladinyane & Coetzee, 2012). Mowday et al. (1982) argue that individuals with high organisational commitment strongly believe in and accept organisational goals and values, demonstrate a willingness to exert significant effort on behalf of the organisation, and seek to maintain membership. Research supports this view, showing that fostering organisational commitment enhances employee retention. For example, Delobbe and Vandenberghe (2000) and Spector (2021) highlight that employees with more substantial commitment are significantly less likely to leave their organisations.

The conceptualisation of organisational commitment has evolved through various theoretical perspectives, enriching the discourse. Porter et al. (1974) define it as the extent to which individuals identify with and actively participate in their organisation. Similarly, scholars such as Clayton and Hutchinson (2002), Cuskelly and Boag (2001), and Dee et al. (2006) describe it as a combination of identification with, involvement in, and acceptance of organisational goals, accompanied by a willingness to exert effort to sustain membership. Expanding on these definitions, Chiok Foong Loke (2001) conceptualises commitment as an attitude and a behavioural intention, reflecting a readiness to invest substantial effort and a desire to maintain organisational affiliation.

The literature on organisational commitment predominantly focuses on behavioural and attitudinal perspectives. The behavioural perspective emphasises sustained patterns of action over time. Meyer and Allen (1991) situate commitment within this view as continuing specific behaviours, regardless of their perceived positivity or negativity. This perspective examines conditions that reinforce binding behaviours, anchoring individuals to patterns of action aligned with organisational objectives (Mowday et al., 1979; Salancik, 1977). In contrast, the attitudinal perspective provides a psychological framework, defining commitment as a mindset characterised by emotional and cognitive attachment to the organisation. According to Meyer and Allen (1991), this viewpoint emphasises the importance of aligning individual values and objectives with those of the organisation. O'Reilly et al. (1991) further emphasise that employees who identify with and internalise organisational values develop stronger psychological attachment and commitment.

Against this theoretical backdrop, this study adopts the attitudinal perspective, explicitly drawing on Meyer and Allen's (1991) Three-Component model of organisational commitment. This model acknowledges the multifaceted nature of commitment and provides a comprehensive framework for exploring the emotional, cognitive, and moral dimensions that shape employees' relationships with their organisations. The study focuses on the positive attributes and antecedents of organisational commitment, aiming to generate deeper insights into how these dimensions influence employee retention and turnover behaviours.

Three-Component Model. The framework developed by Allen and Meyer (1990) identifies three core components of organisational commitment: affective, continuance, and normative. While distinct, these components strengthen the employee-organisation relationship, reducing turnover rates. This framework highlights the diverse ways organisational commitment is experienced and expressed.

Affective commitment reflects an employee's emotional attachment to, identification with, and involvement in the organisation. Employees with strong affective commitment align deeply with organisational values and goals, fostering a genuine desire to remain. This commitment enhances personal fulfilment and motivation, as individuals derive satisfaction and purpose from their association with the organisation, contributing meaningfully to its success.

Continuance commitment is based on an employee's perception of the costs associated with leaving the organisation. It arises when individuals recognise that departure would lead to significant losses, such as forfeiting job-specific skills, financial security, or accumulated organisational benefits. A lack of viable employment alternatives further reinforces continuance commitment, compelling employees to stay despite the absence of emotional or moral attachment.

Normative commitment is rooted in an employee's moral obligation to remain with the organisation. This duty may stem from cultural or familial socialisation that emphasises loyalty or organisational practices that promote long-term commitment, such as investments in employee development. Unlike affective or continuance commitment, normative commitment is driven by a belief that remaining with the organisation is ethically the right choice, irrespective of personal preferences or external rewards.

Together, these three dimensions illustrate the complexity of organisational commitment, demonstrating that employees may remain for emotional, calculative, or ethical reasons. While each component contributes uniquely to organisational stability, they remain interconnected.

Positive Attributes of Organisational Commitment. Allen and Meyer (1990) describe organisational commitment as a powerful mechanism for strengthening employee-organisation relationships. Employees with high commitment levels are more likely to engage in extra-role behaviours, such as innovation, which enhance the organisation's competitive advantage. Moreover, strong organisational commitment is consistently associated with improved performance and lower turnover rates (Bal et al., 2014). Recognising the importance of retaining key employees to maximise their potential, organisations increasingly prioritise strategies to foster commitment (Ahmad & Schroeder, 2003).

At its core, organisational commitment nurtures employees' willingness to remain with the organisation, making it a critical factor in employee retention. Organisations can sustain their talent more effectively by understanding its antecedents and aligning selection and retention strategies with factors reinforcing commitment.

Antecedents of Organisational Commitment. Extensive research explores the factors influencing organisational commitment, often categorising these determinants into two primary domains: organisational characteristics and personal attributes. Meyer and Allen (1991) emphasise the role of subjective work experiences, such as perceptions of organisational rewards, justice, and supervisor support, as key predictors of organisational commitment. This perspective is reinforced by a meta-analysis by Meyer et al. (2006), which demonstrates a strong correlation between subjective work experiences and organisational commitment.

Empirical findings further support this relationship. Coetzee et al. (2014) identify job satisfaction, training and development opportunities, rewards and recognition as significant enhancers of organisational commitment. Similarly, Lumley et al. (2011) highlight pay satisfaction as a critical antecedent. Meyer et al. (2002) also confirm a positive association between perceived organisational support, organisational justice, and organisational commitment. Fornes et al. (2008) identify key factors contributing to organisational commitment, including engaging work, clarity of purpose, equity and fairness, feedback and recognition, empowerment, and autonomy. These elements strengthen employees' psychological attachment to their organisation and reinforce commitment. Beyond

organisational variables, personal characteristics play an equally crucial role in shaping commitment. Demographic factors influence commitment levels, with Ferreira and Coetzee (2013) observing that older employees typically exhibit higher commitment than younger employees, likely due to more excellent stability and long-term career investment. Additionally, personal dispositions affect how individuals perceive their roles, align with organisational values, and develop a psychological attachment to their workplace. Career anchors and personality traits are particularly relevant in understanding how organisational and personal factors interact to foster a committed workforce.

Turnover Intention

High personnel turnover, as observed by Coetzee and Schreuder (2010), often signals underlying issues in human resource practices. These may include ineffective recruitment and selection processes, uncompetitive remuneration and reward systems, and inadequate grievance and disciplinary procedures. Research on turnover generally aligns with two primary perspectives: the labour market and psychological perspectives.

The labour market or economic perspective examines external factors influencing turnover, such as unemployment rates, wage differentials, and alternative job opportunities at local, national, or global levels. In contrast, the psychological perspective focuses on individual decisions to stay or leave, linking turnover to internal factors such as job satisfaction, organisational commitment, and employee engagement. Since this study centres on personnel behaviour, it primarily addresses the psychological factors shaping individuals' decisions to remain with or leave an organisation.

A clear distinction between turnover intention and actual turnover is essential. Turnover refers to the proportion of employees who leave an organisation, serving as a key indicator of organisational stability. Mohr et al. (2012) define turnover as the number of employee departures within a 12-month period divided by the average workforce size during the same period. Similarly, Phillips and Connell (2003) describe turnover as the act of leaving an organisation, regardless of the reason.

Turnover intention, by contrast, represents the cognitive and emotional precursors to actual turnover. Tett and Meyer (1993) conceptualise turnover intention as an employee's subjective estimate of the likelihood of permanently leaving the organisation in the foreseeable future. Subramanian and Shin (2013) define it as an organisational member's subjective perception of seeking opportunities outside their current position. This distinction highlights the predictive value of turnover intention in addressing and mitigating actual turnover.

In this study, turnover intention is defined as an employee's subjective likelihood and cognitive evaluation of their decision to leave the organisation in the near future, shaped by internal attitudes and external opportunities. This definition integrates subjective perceptions, probabilistic evaluations, and theoretical connections between intention and behaviour. Additionally, the study examines various dimensions of turnover, including types of employee turnover and classifications of voluntary turnover, focusing on control, destination, and functionality. Further analysis includes turnover consequences, employee turnover models, causes of turnover, and retention strategies.

Types of Employee Turnover. Employee turnover manifests in various forms, each carrying distinct implications for organisational performance and sustainability. Recognising and effectively managing these forms is essential for maintaining workforce stability. Turnover is categorised into involuntary and voluntary types, each driven by unique factors and dynamics.

Involuntary turnover occurs when employment termination is initiated by the employer, typically due to organisational decisions rather than individual employee performance. Cappelli (1992) defines involuntary turnover as the result of organisational actions such as cost-cutting measures, restructuring, or downsizing. External and structural considerations influence this form of turnover, distinguishing it from other types of workforce departures. Shaw et al. (1998) further categorise involuntary turnover as retirement, death, or dismissal. Additionally, situations in which employees are compelled to resign due to uncontrollable factors, such as caring for a terminally ill family member or relocating to support a spouse, may also fall within this category.

Voluntary turnover, by contrast, occurs when employees independently leave an organisation. Shaw et al. (1998) define voluntary turnover as a decision initiated by the employee, distinguishing it from employer-driven discharge. Dess and Shaw (2001) similarly describe voluntary turnover as stemming from personal choice rather than organisational action. Lee and Mitchell (1994) identify key factors influencing voluntary turnover, including job dissatisfaction, workplace stress, and alternative employment opportunities. Unlike involuntary turnover, voluntary departures provide organisations with opportunities to investigate and address underlying causes, enabling the development of proactive retention strategies.

Classification of Voluntary Turnover. Correctly categorising voluntary turnover is crucial for grasping the reasons behind employee exits and crafting strategies to lessen their effects. This classification involves evaluating three main aspects: the organisation's influence over turnover reasons, where departing employees go, and the functional consequences of these exits. By systematically examining these aspects, organisations can uncover patterns, tackle root issues, and apply specific interventions.

Turnover Relating to Control. Allen et al. (2010) classify voluntary turnover into two primary types: avoidable and unavoidable. Avoidable turnover results from factors within the organisation's control, such as low job satisfaction, inadequate compensation, or ineffective supervision. This type of turnover can be mitigated through targeted interventions, including refining hiring practices, strengthening performance evaluations, and enhancing employee motivation initiatives. In contrast, unavoidable turnover arises from circumstances beyond the organisation's influence, such as health-related issues, geographic relocation, or a spousal job transfer. Recognising this distinction allows organisations to allocate resources effectively, focusing on reducing avoidable turnover while acknowledging the inevitability of some departures. Organisations can optimise retention strategies, minimise unnecessary turnover, and maintain workforce stability by prioritising areas where intervention is possible.

Turnover Relating to Destination. De Croon et al. (2004) classify turnover based on the destination of departing employees, distinguishing between inter-occupational and intra-occupational turnover. Inter-occupational turnover occurs when employees leave their current industry to pursue a career in a different field, such as a military pilot transitioning to a civilian airline role. Intra-occupational turnover, by contrast, involves employees remaining within their professional domain, such as an army logistics officer transferring to a logistics position in another branch of the armed forces. Understanding whether turnover is driven by dissatisfaction with the occupation or specific organisational factors allows for designing targeted interventions that effectively address underlying issues.

Turnover Relating to Functionality. Abelson and Baysinger (1984) classify voluntary turnover into functional and dysfunctional categories, highlighting their distinct organisational implications. Functional voluntary turnover refers to departures with minimal or potentially positive effects, typically involving employees with easily replaceable skills or suboptimal performance levels (Allen et al., 2010). While less disruptive, such turnover may still generate

short-term operational challenges, including temporary staffing gaps and workload redistribution. In contrast, dysfunctional voluntary turnover involves the loss of high-performing or strategically valuable personnel, which Abelson and Baysinger (1984) identify as particularly harmful to organisational effectiveness. These departures may weaken institutional capacity, compromise team dynamics, and pose significant risks to long-term stability. Distinguishing voluntary turnover in this manner supports a more strategic retention approach.

Turnover Consequences. Employee turnover is a complex phenomenon with both positive and negative organisational implications. Hall and Smith (2009) argue that turnover can benefit specific contexts, such as removing underperforming employees, creating opportunities for more capable individuals, and reducing pre-turnover withdrawal behaviours, including absenteeism, sabotage, and diminished work quality. However, turnover becomes problematic when skilled employees leave due to organisational factors such as job dissatisfaction, work-family conflict, or an adverse organisational climate. This dual nature of turnover underscores the need to examine its causes and consequences comprehensively.

High turnover often signals deeper workplace issues, including dissatisfaction with work or compensation, unsafe working conditions, or inadequate employee performance (Mohammed, 2015). Addressing these root causes, rather than merely treating symptoms, is essential for mitigating turnover. Coleman (1987) indicates that employee turnover has historically been perceived negatively due to its significant associated costs. Financial implications include recruitment expenses, such as advertising, headhunting fees, human resource activities, productivity losses, and the costs of training new hires.

Beyond financial costs, the distinction between general and specific human capital is crucial in assessing turnover's impact. General human capital refers to transferable skills and knowledge, whereas specific human capital encompasses formal training and tacit knowledge unique to a particular organisation or role. The loss of employees with high specific human capital represents a significant setback, given the mutual investment made by both the organisation and the employee (Holtom et al., 2008). Retaining employees with critical implicit knowledge and long tenure is valuable, highlighting the need for employee development initiatives and a supportive work environment.

Operational disruptions represent another significant consequence of turnover, particularly in team-based environments where interdependence is key. Employee departures can hinder the remaining team's ability to complete tasks efficiently, negatively affecting morale and productivity (Coleman, 1987). In support of this view, Staw (1980) noted that turnover often undermines the attitudes and performance of remaining employees. Similarly, Tai et al. (1998) emphasise that turnover disrupts team cohesion, increases conflict, and diminishes satisfaction among those who stay. Losing valued team members interrupts established communication patterns and social structures, reducing cohesion, weaker communication, and lower morale and performance.

Turnover can also create a ripple effect, prompting employees who initially had no intention of leaving to reconsider their position due to stress and diminished morale following a colleague's departure. This disruption to team dynamics complicates efforts to maintain a cohesive and motivated workforce. While turnover may facilitate organisational renewal, it predominantly presents significant challenges. Morrell et al. (2001) describe turnover as a multidimensional phenomenon encompassing psychological, organisational, and financial aspects. The absence of a universally accepted turnover model reflects its complexity and the diverse factors that influence it. Developing effective management strategies requires a comprehensive understanding of these dimensions to maximise turnover's benefits while minimising its adverse effects.

Models of Employee Turnover. Extensive research on employee turnover has explored its definitions, classifications, underlying causes, and retention strategies. This body of work has contributed to developing various models and frameworks to enhance the understanding of turnover dynamics and offer practical solutions to mitigate its impact. These efforts highlight the complexity of turnover as a multidimensional phenomenon, necessitating tailored approaches to address its diverse facets effectively.

Image Theory. Beach's (1990) Image Theory provides a framework for understanding employees' cognitive processes in decision-making. Recognising the limitations of individuals' capacity to process all relevant information comprehensively, the theory suggests that heuristic methods and personal experiences often guide these decisions. The Image Theory identifies three distinct cognitive frameworks. The value image encompasses core beliefs and values related to the job. The trajectory image reflects personal goals and career aspirations. The strategic image involves strategies for achieving job-related objectives. When new information,

such as a job offer, aligns with these cognitive frameworks, individuals assess it in relation to their current circumstances. A more detailed evaluation follows if multiple viable alternatives emerge, enabling a structured and rational decision-making process.

The Unfolding Model. Lee et al. (1996) conceptualise incoming information as shocks or significant life events, such as pregnancy or unexpected spousal job transfers, that may prompt an individual to leave an organisation. Their model identifies five distinct paths to turnover, each reflecting a unique decision-making process.

- Path 1 occurs when a shock activates a pre-existing script or plan, prompting immediate departure without evaluating alternatives. In this scenario, the decision is automatic and pre-determined.
- Path 2 arises when a shock, such as a perceived violation of personal values or goals, compels the individual to leave without considering job alternatives due to a fundamental misalignment between the shock and their values or objectives.
- Path 3 describes a scenario where a shock triggers an evaluation of the current job against the individual's job image. A job search is initiated if misalignment is identified, potentially leading to turnover.
- Path 4, unlike the previous paths, is driven not by a shock but by extremely low job satisfaction, leading to voluntary departure without pursuing an alternative job.
- Path 5 describes a more deliberate process in which the individual actively searches for and evaluates alternative opportunities, culminating in an intention to leave and, ultimately, a decision to exit.

This model provides a nuanced framework for understanding how individuals leave an organisation. By highlighting the roles of shocks, job satisfaction, and alternative evaluations, it offers valuable insights into the decision-making processes underlying turnover behaviour.

Embeddedness. Embeddedness refers to the forces that compel individuals to remain within an organisation (Feldman & Ng, 2007). This framework suggests that a complex web of psychological and social factors binds employees to their professional and personal environments. The strength of these connections plays a critical role in shaping employees' attachment to their jobs and organisations.

Mitchell et al. (2001) identify three key dimensions of job embeddedness: links, fit, and sacrifice, each operating in professional and personal contexts.

- Links represent employees' relationships with colleagues and their involvement in organisational and external activities.
- Fit reflects the alignment between these relationships and other aspects of employees' lives, such as values, goals, and lifestyle.
- Sacrifice refers to the perceived cost or difficulty of severing these connections, mainly when it involves substantial changes such as relocation or a career shift.

Together, these dimensions provide a comprehensive framework for understanding the factors contributing to an employee's decision to remain with an organisation. By examining the interplay between links, fit, and sacrifice, the embeddedness concept offers valuable insights into the mechanisms that promote retention and strengthen organisational commitment.

Motivational Model. The motivation model examines human social behaviour through a sociological lens, focusing on macro-social structures, organisational systems, and social classes (Sieh, 2012). Mor Barak et al. (2001) highlight that this model explores how job design, task characteristics, and positive verbal feedback from supervisors enhance employees' feelings of competence and relatedness. Richer et al. (2002) further emphasise that these factors significantly contribute to increased work motivation, fostering job satisfaction and reducing emotional exhaustion. If left unaddressed, emotional exhaustion can escalate turnover intentions and eventually lead to actual turnover. Conversely, higher job satisfaction is a mitigating factor, decreasing the likelihood of turnover intentions and subsequent turnover. These theoretical insights collectively provide a comprehensive framework for understanding the complex factors influencing employee turnover. By integrating cognitive frameworks, external shocks, psychological embeddedness, and motivational dynamics, these models underscore the multifaceted nature of turnover. This integrative perspective highlights the interplay of individual, organisational, and societal factors, offering a deeper understanding of turnover's diverse causes and consequences.

Causes of Employee Turnover. In a comprehensive review of employee turnover literature, Ongori (2007) underscores its complexity, asserting that individuals leave organisations for diverse reasons rather than a singular cause. Multiple intersecting and interacting factors influence turnover.

Similarly, Mor Barak et al. (2001) classify turnover antecedents into three broad categories: demographic factors, professional perceptions, and organisational conditions. Demographic factors include personal and work-related characteristics such as age, tenure, family responsibilities, education level, and intent to remain in the role. Professional perceptions encompass organisational commitment and job satisfaction, both strong predictors of an employee's likelihood of staying. Organisational conditions refer to broader workplace factors, including compensation fairness, organisational culture diversity, promotion opportunities, supervisor relationships, and workload.

Branham (2005) expands on these categories, suggesting that employees leave when expectations go unmet, job requirements misalign their skills, or lack adequate coaching and support. Additional drivers include limited career growth opportunities, feeling undervalued, excessive work demands, poor work-life balance, and distrust in senior leadership. Given turnover's multifaceted nature, organisations should implement sophisticated retention strategies to address these issues. Strengthening organisational commitment, enhancing person-job fit, and fostering an environment that aligns with employee expectations and needs can mitigate turnover and improve workforce stability.

Employee Retention. Retaining talented employees is essential for organisational performance and long-term success (Holtom et al., 2008). Organisations should implement well-structured retention strategies to mitigate turnover's negative impact and reduce turnover intentions. The growing recognition of employee retention as a strategic priority highlights its role in sustaining top talent and achieving organisational goals. Research confirms that effective retention strategies enhance employee loyalty and lower turnover rates (Gberevbie, 2010).

David (2006) identifies respect as a fundamental driver of retention. Empirical evidence supports this claim, indicating that employees tend to stay in organisations that foster respect, work-life balance, positive interpersonal relationships, a supportive work environment, and job security (Govaerts et al., 2011). Additionally, Costen and Salazar (2011) emphasise career advancement through training and development, which enhances employee performance and strengthens organisational value.

Ramlall (2004) outlines several critical factors for effective retention. These include addressing employees' diverse needs shaped by personal, familial, cultural, and socio-economic influences; cultivating a secure and respectful work environment that promotes productivity; offering opportunities for increased responsibilities and rewards; ensuring fair

treatment and equitable compensation regardless of individual differences; supporting continuous development through challenging work and career growth opportunities; and providing regular, constructive feedback beyond formal assessments.

The relationship between organisational commitment and employee withdrawal is well-established. Meyer and Allen (1997) assert that organisational commitment predicts turnover more strongly than many other factors. Furthermore, research underscores the significance of person-job fit in retention. Griffeth and Hom (2001) find that employees are likelier to stay when their personality aligns with organisational culture. Coetzee and Schreuder (2013) argue that career opportunities aligned with their career anchors significantly enhance retention. Focusing on personality traits, career anchors, and organisational commitment is crucial for retaining skilled employees. Addressing these factors with targeted retention strategies cultivates a committed, loyal, and high-performing workforce, ultimately enhancing organisational sustainability and success.

Empirical Literature

The empirical literature is essential for hypothesis formulation, grounding research within established knowledge and theoretical frameworks. Hypotheses serve as provisional assumptions subject to empirical validation. A rigorous review of empirical studies identifies knowledge gaps and reveals emerging critical trends for developing relevant and testable hypotheses (Pandey & Pandey, 2015). This section is structured into four subsections, each contributing to the research trajectory.

The first subsection establishes the foundation for hypothesis 1 by examining the relationship between organisational commitment and turnover intention. The analysis then expands to include personality traits, organisational commitment, and turnover intention, addressing hypotheses 2 to 6. The third subsection explores career anchors alongside organisational commitment and turnover intention, forming the basis for hypotheses 7 to 14. Finally, the predictive relationships among personality traits, career anchors, organisational commitment, and turnover intention are investigated, supporting the development of hypotheses 15 and 16. Conceptual models accompany each hypothesis, visually representing the research's theoretical relationships.

The Relation Between Organisational Commitment on Turnover Intention

Organisational commitment shapes turnover intentions by influencing employees' psychological bonds with their organisation (Meyer & Allen, 1991). These dimensions collectively determine the strength and nature of an employee's connection to the organisation, ultimately affecting retention decisions. In the workplace, organisational commitment deters turnover intentions. Employees with strong affective commitment develop emotional bonds with their organisation, align with its values, and foster loyalty, reducing their inclination to seek alternative employment (Meyer et al., 2002). This emotional attachment enhances job satisfaction and lowers attrition rates. Continuance commitment, rooted in pragmatic considerations, further mitigates turnover by emphasising the perceived costs of leaving, such as financial security, professional stability, and established social networks (Mathieu & Zajac, 1990). Normative commitment reinforces this by instilling a moral obligation, prompting employees to stay out of loyalty or reciprocity for organisational investments such as training and development (Wiener, 1982). Low organisational commitment, conversely, increases turnover intentions by fostering disengagement, dissatisfaction, and weaker identification with organisational goals. Employees with low affective commitment often experience dissatisfaction, amplifying their likelihood of leaving. Similarly, reduced continuance commitment, particularly in competitive job markets, lowers the perceived costs of leaving and raises turnover risks (Meyer et al., 2002). Bluedorn (1978) highlights organisational commitment as a key antecedent to turnover intentions in theoretical and empirical models, underscoring its role in predicting employees' propensity to leave.

Empirical evidence supports these assertions. Tett and Meyer (1993), in a meta-analysis, found a significant negative relationship between organisational commitment and turnover intention (r = -.33, p < .05). Choi (2006) reported a stronger negative relationship in the hospitality industry (r = -.59, p < .05), emphasising the importance of fostering motivation, providing achievement opportunities, and enhancing work environments through competitive compensation and trust-building. Similarly, Chan and Ao (2019) observed a significant negative correlation in the entertainment sector (r = -.572, p < .05), highlighting the need to understand employee needs for retention.

In South Africa, Siwela (2018) identified a powerful negative relationship (r = -.767, p < .05) between organisational commitment and turnover intentions among artisans and engineers, underscoring the importance of meaningful work in aligning employees' self-concepts with organisational goals. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_1 Organisational commitment has a significant negative relationship with turnover intention.

The Relation Between Personality Traits, Organisational Commitment, and Turnover Intentions

Over the past two decades, the Big Five, or Five-Factor model of personality, has become one of the most widely recognised frameworks for understanding personality's core dimensions (Digman, 1990; Judge et al., 2002). The model, conceived by Costa and McCrae in 1999, classifies personality into five predominant domains: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (with emotional stability functioning as its positive inverse). These dimensions capture stable patterns of cognition, beliefs, and behaviours, shaping how individuals engage with their environments.

The model's theoretical strength stems from two primary research traditions: the psycholexical and questionnaire approaches. The psycholexical approach, based on the lexical hypothesis, posits that fundamental personality traits are embedded in natural language. Researchers analyse recurring descriptors of personality traits, guided by criteria such as synonym frequency and cross-cultural relevance (Cattell, 1943; De Raad & Perugini, 2002; Goldberg, 1992). Factor analyses have condensed extensive lists of personality-related terms into the five recognised dimensions (Strus et al., 2014). The questionnaire approach complements this by operationalising the Big Five through structured self-reported assessments, enabling systematic measurement and theoretical validation (John & Srivastava, 1999; Saucier & Goldberg, 1996). Although conceptual differences exist between these approaches, their convergence reinforces the model's reliability and robustness (De Raad & Perugini, 2002).

The Big Five framework is vital for understanding individual differences, particularly in organisational contexts. Meta-analyses confirm its effectiveness in consolidating diverse personality traits into five overarching domains (Costa & McCrae, 2012; Klinger & Mallon, 2015). Findings indicate that most personality measures align with the Big Five, providing a structured taxonomy that captures essential traits relevant to behavioural variations across contexts (Fleeson, 2001; James & Mazerolle, 2001).

By simplifying personality complexity, the model offers a robust foundation for examining its impact on organisational outcomes, including employee retention and turnover intention. In organisational research, the Big Five model facilitates systematic analysis of how personality influences workplace behaviours. Each dimension offers insights into behavioural tendencies and predictive factors. Openness to experience reflects creativity and intellectual curiosity, conscientiousness predicts reliability and goal orientation, extraversion relates to sociability and energy, agreeableness reflects cooperation and empathy, and neuroticism denotes emotional instability and stress sensitivity (John & Srivastava, 1999). These traits collectively shape employee behaviours, influencing organisational commitment, job satisfaction, and turnover. By integrating psycholexical and questionnaire approaches, the Big Five framework balances theoretical rigour and practical relevance. Its empirical foundation and conceptual clarity ensure its applicability across research and practice, particularly in linking personality traits to organisational outcomes. The subsequent analysis will examine each dimension’s definition, behavioural manifestations, and implications for turnover intention and employee retention.

Openness to Experience. Imagination, nonconformity, and autonomy reflect cognitive and aesthetic appreciation, encompassing psychological adaptability and creativity. Often associated with scientific and artistic innovation, openness to experience fosters a willingness to explore new opportunities and embrace challenges (Costa & McCrae, 2012; Feist, 1998). Individuals high in this trait exhibit originality, adaptability, and a preference for innovative solutions, viewing novel experiences as opportunities for personal and professional growth (Jeng & Teng, 2008). Their curiosity and dynamic thinking enhance job engagement and productivity, reinforcing organisational commitment (Lounsbury et al., 2003). While openness to experience generally reduces turnover intentions, a vigorous pursuit of personal growth or external opportunities may prompt exploratory behaviours, potentially leading to organisational departures (Maertz & Griffeth, 2004).

Research consistently demonstrates that openness to experience influences workplace behaviours and outcomes across industries. Wille et al. (2010), in examining vocational interests and job instability, identify a positive relationship between openness and job instability ($r = .15$, $p < .05$), suggesting that individuals high in openness may experience more significant career fluctuations. Zimmerman (2008) finds a comparable association between openness to experience and turnover decisions ($r = .10$, $p < .05$). Sifuna and Abaasi (2014) extend this understanding, reporting a significant positive relationship between openness to experience and turnover intentions ($r = .32$, $p < .05$). Within healthcare, Altuntaş et al. (2022) identify a positive relationship between openness and turnover intention among nurses ($r = .19$, $p < .05$), underscoring its relevance across professions. Sarwar et al. (2013), comparing public and private sector employees, also report a positive relationship between openness and turnover ($r = .30$, $p < .05$), highlighting its influence on mobility across industries. Conversely, Njoku et al. (2017) find that openness positively predicts organisational commitment ($\beta = .16$, $p < .05$), suggesting its dual role in shaping both turnover intentions and commitment levels. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_2 Openness to experience significantly relates negatively to organisational commitment (H_2a) and positively to turnover intention (H_2b).

Conscientiousness. Dependability, organisation, and goal orientation define a personality dimension central to workplace performance. These attributes reflect discipline and duty, aligning individuals with organisational norms and promoting productive behaviours (Erdheim et al., 2006). High scorers on this trait demonstrate persistence, diligence, and methodical task management, contrasting with the impulsivity and disorganisation observed in low scorers (Costa & McCrae, 2012). They prioritise planning, honour commitments, and maintain effective professional interactions, contributing to organisational stability and reducing impulsive departures (Erdheim et al., 2006). Their strong moral and ethical sense further reinforces commitment, as conscientious employees respect contractual and social responsibilities within their organisations (Maertz & Griffeth, 2004).

Research consistently identifies a strong negative relationship between conscientiousness and turnover intentions, alongside a positive association with organisational tenure and ethical motivation (Eisenberger et al., 2001; Zimmerman, 2008). Conscientiousness predicts workplace outcomes across various contexts, particularly turnover and organisational commitment. Jeswani and Dave (2013), in their analysis of faculty members, found a strong inverse relationship between conscientiousness and turnover intention (β = -.41, p < .05), suggesting that highly conscientious individuals are less likely to consider leaving. Similarly, Zimmerman (2008), in a meta-analysis on personality and turnover, demonstrated a significant negative relationship between conscientiousness and turnover (r = -.20, p < .05), reinforcing its protective role against turnover behaviours. Sarwar et al. (2013), in a comparative study of public and private sector employees, identified an even stronger negative relationship between conscientiousness and turnover (r = -.50, p < .05), highlighting its consistency across employment settings. Regarding organisational commitment, Choi et al. (2015) observed a significant positive correlation between conscientiousness and overall commitment (r = .29, p < .05). Similarly, Ziapour et al. (2017) reported a positive association (r = .24, p < .05) between conscientiousness and commitment within medical science professions. These findings underscore conscientiousness as a key factor in fostering organisational stability, enhancing commitment, and reducing turnover risks. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_3 Conscientiousness significantly relates positively to organisational commitment (H_3a) and negatively to turnover intention (H_3b).

Extraversion. Sociability, assertiveness, and positive emotional experiences define a socially oriented personality dimension. This trait includes enthusiasm, warmth, and optimism, fostering dynamic interpersonal behaviours and adaptability (Costa & McCrae, 1992; Jeng & Teng, 2008). Highly extroverted individuals show gregariousness, assertiveness, and group engagement, while lower scorers exhibit reservation and social withdrawal (Costa & McCrae, 1992). Strong social connections aid integration into organisational cultures, enhancing job satisfaction (Wanberg & Kammeyer-Mueller, 2000). However, extensive networks may increase exposure to job opportunities, potentially elevating turnover despite positive workplace attitudes (Maertz & Griffeth, 2004).

Empirical evidence highlights the dual effects of extraversion in the workplace. While fostering organisational commitment through strong social ties and embeddedness, it also facilitates networking, which may increase access to external opportunities. Salgado (2002) asserts that extraversion generally exhibits an inverse relationship with turnover intentions, reinforcing its stabilising influence in the workplace. Research links extraversion to workplace outcomes, mainly turnover intentions and organisational commitment. Jeswani and Dave (2013) found a strong inverse relationship between extraversion and turnover intention (β = -.41, $p < .05$) in their study of faculty members, suggesting that more extroverted individuals are less likely to consider leaving. Butucescu et al. (2020), investigating workplace bullying and turnover, similarly reported a negative association between extraversion and turnover intention (r = -.09, $p < .05$), reinforcing its protective role against turnover. Choi et al. (2015), investigating organisational commitment, observed a significant positive correlation between extraversion and overall commitment (r = .28, $p < .05$), indicating that extroverts are more likely to engage and connect within their organisations. Further evidence comes from Sarwar et al. (2013), who, in a comparative study of public and private sector employees, identified a strong negative relationship between extraversion and turnover (r = -.48, $p < .05$), demonstrating the consistency of this association across employment settings. Similarly, Kumar et al. (2019), focusing on the banking sector, reported a significant positive relationship between extraversion and organisational commitment (r = .22, $p < .05$), underscoring extraversion's role in fostering workplace stability. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_4 Extraversion significantly relates positively to organisational commitment (H_4a) and negatively to turnover intention (H_4b).

Agreeableness. Agreeableness reflects a cooperative nature that fosters social harmony and collaboration. Attributes like kindness, politeness, altruism, and adaptability define individuals scoring highly in this dimension, allowing them to sustain positive relationships (Costa & McCrae, 1992; Kumar & Bakhshi, 2010). They prioritise group interests over personal goals, cultivating trust and teamwork (Hurtz & Donovan, 2000). Their positive social interactions enhance organisational commitment and reduce withdrawal behaviours. Furthermore, their compliance and perceived obligations to the organisation lower turnover intentions (Maertz & Griffeth, 2004). Research links agreeableness to greater interpersonal trust, life satisfaction, and job embeddedness, reinforcing its positive impact on organisational commitment (Mitchell et al., 2001; Mooradian & Swan, 2006).

Empirical studies consistently associate agreeableness with favourable workplace outcomes, particularly in mitigating turnover intentions and fostering organisational commitment. Wille et al. (2010), analysing vocational interests and job instability, reported a significant negative relationship between agreeableness and job instability (r = -.13, p < .05), indicating that agreeable individuals are less likely to experience unstable employment trajectories. Similarly, Butucescu et al. (2020), examining workplace bullying and turnover intentions, identified a negative relationship between agreeableness and turnover intentions (r = -.10, p < .05), reinforcing its protective role against turnover. Zimmerman (2008), in a meta-analysis on personality and turnover, demonstrated that agreeableness exhibited the most substantial inverse relationship with turnover (r = -.25, p < .05), underscoring its stabilising influence across sectors. Choi et al. (2015), investigating organisational commitment, found a significant positive correlation between agreeableness and commitment (r = .24, p < .05). This aligns with findings from Ziapour et al. (2017) and Kumar et al. (2019), who reported similar associations (r = .22, p < .05 and r = .24, p < .05, respectively) within the medical and banking sectors. However, Sifuna and Abaasi (2014), examining turnover intentions, identified a significant positive relationship between agreeableness and turnover (r = .51, p < .05), suggesting that contextual factors may moderate its influence. These findings highlight the dual role of agreeableness in workplace settings, where its generally protective effect on organisational commitment and turnover may vary depending on industry-specific and situational variables. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_5 Agreeableness significantly relates positively to organisational commitment (H_5a) and negatively to turnover intention (H_5b).

Emotional Stability. Emotional stability, the inverse of neuroticism, reflects resilience, calmness, and adaptability in managing stress and adversity (John et al., 2008). High emotional stability fosters these positive traits, whereas neuroticism manifests as anxiety, insecurity, and mood fluctuations (Costa & McCrae, 1992). Neuroticism negatively affects workplace effectiveness, often leading to heightened negative emotional states, impulsivity, and difficulty managing stress. These tendencies lower job satisfaction, hinder social integration, and increase turnover likelihood (Judge & Ilies, 2002). Stress and insecurity, particularly during early employment, further disrupt role adaptation and responsibility management. Additionally, difficulty forming supportive workplace relationships reinforces turnover intentions (Côté, 2005). Research links neuroticism to impulsive quitting and weaker organisational integration (Watson & Clark, 1984).

The relationship between emotional stability and workplace outcomes, particularly turnover and organisational commitment, is well-documented. Butucescu et al. (2020), in their study on workplace bullying and turnover intentions, identified a negative correlation between emotional stability and turnover intentions (r = -.16, $p < .05$), suggesting that emotionally stable individuals are less likely to consider leaving. Zimmerman (2008), in a meta-analysis of personality and turnover, reported a significant negative association between emotional stability and turnover (r = -.18, $p < .05$), reinforcing its protective role in employee retention. Sarwar et al. (2013), comparing public and private sector employees, found an even stronger negative relationship between emotional stability and turnover (r = -.46, $p < .05$), underscoring its mitigating effect on turnover behaviours. Emotional stability also positively influences organisational commitment by enhancing workplace engagement and integration. Choi et al. (2015) observed a significant positive correlation between emotional stability and organisational commitment (r = .19, $p < .05$). Similarly, Kumar et al. (2019), focusing on bank employees, found a significant positive relationship between emotional stability and commitment (r = .27, $p < .05$). Ziapour et al. (2017) further reinforced this link, reporting a negative association between neuroticism and organisational commitment (r = -.13, $p < .05$) among medical sciences employees, highlighting emotional stability's role in fostering commitment and retention. These findings collectively emphasise emotional stability's critical role in reducing turnover intentions and strengthening organisational commitment. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

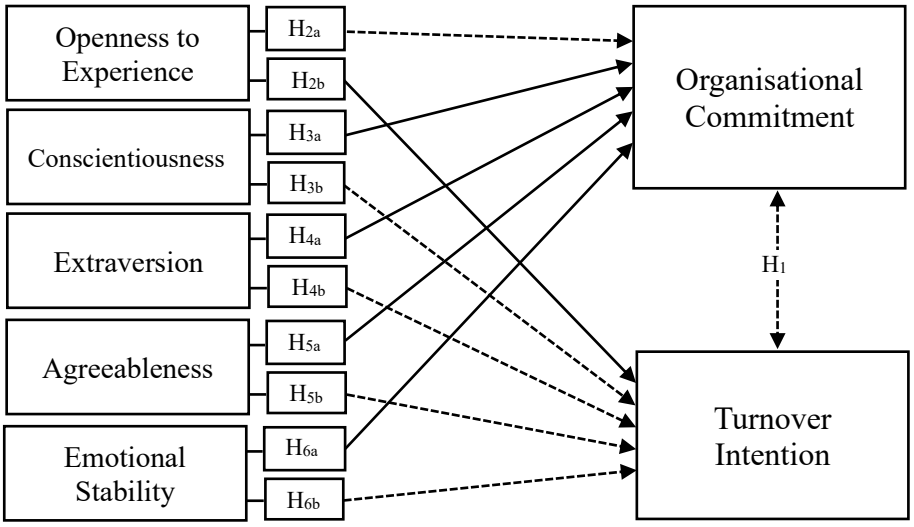
H_6 Emotional stability significantly relates positively to organisational commitment (H_6a) and negatively to turnover intention (H_6b).

Proposed Conceptual Model for Personality Traits

The proposed model, illustrated in Figure 2, presents a theoretical framework that explains the relationships between personality traits and two dependent variables: organisational commitment and turnover intention. This conceptual model establishes a foundation for understanding how individual personality dimensions influence key organisational outcomes. Structuring hypotheses facilitates empirical investigation and guides the exploration of personality traits' impact on workplace behaviours (Franzese & Kam, 2009).

Figure 2

Proposed Conceptual Model for the Relationship Between Personality Traits and Dependent Variables



Note. The solid line represents a positive correlation, and the dashed line presents a negative relationship.

The Relation Between Career Anchors, Organisational Commitment, and Turnover Intentions

Enhancing talent management within human resource frameworks requires aligning individual aspirations with organisational performance demands. Career anchors play a pivotal role in this alignment, as individuals often enter careers with broad ambitions that crystallise through feedback and experiences in early professional development. The career anchor framework effectively captures this developmental process, offering valuable insights into adult career progression (Schein & Van Maanen, 2016).

Schein (2007) defines career anchors as self-perceived patterns of talents, abilities, values, and evolving motives that shape career decisions. Central to this framework is the career self-concept, which develops through life and work experiences. Critical decisions related to personal development, family, or career refine individuals' understanding of the values and motives underpinning their choices. This career self-concept stabilises decision-making, ensuring alignment with deeply held concerns and values. Career anchors thus represent clusters of talents, motives, and values that form the core of an individual's occupational identity (Greenhaus et al., 2009).

Career anchors function as both guiding and limiting influences in career-related decision-making (Schein, 2007). They are not restricted to specific professions; instead, individuals across diverse occupational domains exhibit varying anchor profiles. Distinct anchors shape preferences for particular work environments, sources of motivation, and responses to career misalignment. Although Schein (1978) originally posited the existence of a dominant anchor per individual, later research indicates that multiple strong anchors may coexist, reflecting the nuanced and dynamic nature of contemporary career development.

Expanding on Schein's work, Feldman and Bolino (1996) proposed that individuals may have primary and secondary career anchors. These anchors emerge from the interplay of career and life objectives or ambivalence in career decisions. Whether these anchors complement or conflict with one another significantly affects career outcomes (Wils et al., 2010). For example, an individual may possess a talent-based anchor alongside one grounded in values or needs, highlighting the multifaceted nature of career aspirations.

Schein (1990) identified three main components of career anchors: self-assessed skills, core values, and a developing awareness of career motives and needs. These anchors stabilise critical career choices, aligning with the internal career self-concept, in contrast to the external career shaped by organisational stages and roles. To classify career anchors, Schein (1978) proposed eight primary types, which were later restructured by Feldman and Bolino (1996) into three overarching categories based on fundamental motivations: talent-based, need-based, and value-based anchors. These classifications help organisations grasp the motivational diversity within their workforce, allowing for the creation of personalised talent management strategies.

Fundamentally, the career anchor framework offers a detailed view of the interplay between personal aspirations and career choices. Building on research by Coetzee and Schreuder (2016), the following passage will delve into each of the eight career anchors, analysing their traits and connections to organisational commitment and turnover intentions. This examination will enhance comprehension of how career anchors affect employee behaviour and decision-making in workplace environments.

Autonomy. Employees with autonomy-driven career anchors prefer roles that offer flexibility in how and when they complete tasks. They thrive in environments that minimise rigid controls, extensive supervision, and highly regulated structures. When faced with such constraints, they may leave organisational employment for entrepreneurial ventures, where they maintain greater control over their work. Project-based or contract roles appeal to this group, as they provide clear deliverables with significant executional latitude. Whether full-time or part-time, these roles align with their preference for minimal supervision and self-directed workflows. Their job satisfaction stems from role autonomy rather than hierarchical promotions, and they may decline advancement opportunities that threaten their independence. Regarding compensation and recognition, autonomy-oriented individuals favour merit-based systems and immediate incentives, such as performance-based pay or bonuses. Flexible benefit structures like cafeteria-style options also align with their need for customised arrangements. Recognition that resonates with this group includes tangible acknowledgements, such as awards, medals, or testimonials, affirming their contributions without undermining their independence. Schein (1996) notes that autonomy-driven individuals are well-suited to the evolving occupational landscape, where employability increasingly outweighs lifelong employment. Their self-reliance exemplifies emerging career models in a shifting workplace paradigm.

Research investigating autonomy as a career anchor and its organisational outcomes reveal notable associations with organisational commitment and turnover intention. Clinton-Baker (2013), studying South African employees, identified a significant positive relationship between autonomy and turnover intention ($r = .21$, $p < .05$), suggesting that autonomy-driven individuals are more likely to consider leaving. Similarly, Coetzee and Baker (2015), analysing employees in the South African retail sector, found a comparable positive relationship between autonomy and turnover intention ($r = .21$, $p < .05$), reinforcing autonomy's role in increased mobility tendencies. In contrast, Baldeo (2022), examining employees in the South African Provincial Treasury, reported a significant negative relationship between autonomy and organisational commitment ($r = -.18$, $p < .05$). These findings indicate that autonomy-driven employees pose retention challenges, particularly in structured or hierarchical environments. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_7 Autonomy significantly relates negatively to organisational commitment (H_7a) and positively to turnover intention (H_7b).

Security. Employees with a secure and stable career anchor prioritise long-term job and financial security over other career considerations. They seek roles that provide predictability, enabling them to maintain a settled and consistent professional life. Their work approach aligns with organisational expectations, emphasising compliance and steady performance. Possessing the skills to secure roles that meet these preferences, they gravitate toward stable environments with routine workflows and minimal disruptions, such as relocation or frequent travel. Roles with clear responsibilities and consistent processes reinforce their sense of permanence and reliability, key factors in their professional satisfaction.

Regarding remuneration, security-oriented employees favour predictable, tenure-based pay increases over performance-based rewards. Structured promotion systems with defined timelines for advancement align with their preference for steady career progression. Recognition that resonates with this group highlights loyalty and consistent contributions rather than exceptional or innovative achievements, further reinforcing their attachment to stable work environments. However, the evolving job market, marked by volatility, short-term contracts, and flexible workforce models, challenges employees anchored in security and stability. The decline of lifetime employment guarantees often forces them to reassess career strategies, as organisational priorities may no longer align with their long-term security aspirations. The security career anchor demonstrates a significant positive relationship with organisational commitment, particularly in environments prioritising stability. Coetzee et al. (2014), studying South African employees, identified a significant positive correlation between security and organisational commitment ($r = .17$, $p < .05$), indicating that employees who prioritise stability are more inclined to remain loyal. Similarly, Baldeo (2022), examining South African Provincial Treasury employees, reported a comparable positive relationship ($r = .17$, $p < .05$), reinforcing job security's role in fostering organisational commitment. These findings underscore the importance of structured, predictable work environments for employees with a security anchor to strengthen their organisational commitment. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_8 Security significantly relates positively to organisational commitment (H_8a) and negatively to turnover intention (H_8b).

Technical Functional Competence. Employees anchored in technical and functional competence are committed to developing and applying specialised skills within their chosen fields. They seek mastery in disciplines such as law, medicine, psychology, or engineering and derive professional satisfaction from intellectually stimulating and meaningful work. Their professional identity is deeply tied to their expertise, aligning with what Brousseau (1990) describes as the expert career pattern. This orientation fosters a preference for roles that enhance technical competence and confidence rather than managerial responsibilities. These individuals prioritise roles that deepen their specialisation rather than ascending traditional managerial hierarchies. They seek recognition through expanded responsibilities within their technical domains rather than through promotions. Compensation structures reflecting skill level and flexible, customised benefits reinforce their focus on professional growth and expertise. However, employees anchored in technical competence face challenges in knowledge-intensive environments. Rapid technological advancements render specialised knowledge increasingly perishable. These professionals risk obsolescence without regular training and development, undermining their growth and contribution to organisational goals. Organisations may need to prioritise ongoing learning opportunities to enhance the retention of these individuals and support their continued relevance in competitive fields.

Empirical research highlights significant relationships between technical and functional competence and organisational commitment. Clinton-Baker (2013), studying South African employees, identified a significant positive relationship between technical/functional competence and organisational commitment ($r = .15$, $p < .05$), indicating that individuals who prioritise technical expertise exhibit higher organisational loyalty. Similarly, Naghipour and Galavandi (2015), examining faculty members at Urmia University, reported a strong positive relationship ($r = .82$, $p < .05$), reinforcing the alignment between this career anchor and organisational attachment. These findings suggest that fostering an environment that supports technical and functional growth is essential for retaining employees with this career anchor. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H₉ Technical/functional competence significantly relates positively to organisational commitment (H₉a) and negatively to turnover intention (H₉b).

General Managerial Competence. Employees anchored in general managerial competence are driven by a desire to lead, integrate efforts, and optimise organisational performance. Their primary goal is to contribute meaningfully to the organisation's success, actively seeking leadership roles where they can influence and manage outcomes. Even in technical or functional positions, they often view these roles as preparatory steps to develop the skills and experience necessary for managerial progression. To excel in general management, these individuals cultivate three critical competencies. Analytical competence enables them to diagnose and resolve complex organisational challenges. Interpersonal competence allows them to influence, motivate, and align teams with organisational objectives. Emotional competence equips them to navigate high-pressure situations, leverage crises for growth, and exercise authority constructively. Together, these attributes form the foundation for their leadership success, enabling them to thrive in complex and dynamic environments. They are drawn to roles involving significant responsibility, complexity, and leadership opportunities. The diversity and challenges inherent in managerial positions serve as powerful motivators, alongside the potential to make meaningful contributions. Financial incentives, including competitive salaries and performance-based bonuses, are particularly valued. Brousseau (1990) notes that this trajectory aligns with the linear career pattern, where upward mobility and increasing authority define career success.

Empirical research demonstrates significant positive relationships between general managerial competence and organisational commitment, reinforcing its role in fostering employee loyalty. Coetzee et al. (2014), studying South African employees, identified a significant positive relationship between general management competence and organisational commitment ($r = .22$, $p < .05$), suggesting that individuals with managerial aspirations exhibit greater commitment when their roles align with their career orientation. Similarly, Naghipour and Galavandi (2015), examining faculty members at Urmia University, found strong positive relationships between general managerial competence and multiple dimensions of organisational commitment, including affective commitment ($\beta = .26$, $p < .001$), continuance commitment ($\beta = .28$, $p < .001$), and normative commitment ($\beta = .32$, $p < .001$). These findings highlight the strong link between leadership-oriented career goals and organisational commitment, particularly in professional and academic settings. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_{10} General management significantly relates positively to organisational commitment ($H_{10}a$) and negatively to turnover intention ($H_{10}b$).

Entrepreneurial Creativity. Employees anchored in entrepreneurial creativity are driven to innovate and build something uniquely their own. They often view organisational roles as stepping stones for gaining experience, resources, and networks necessary to establish their ventures. This entrepreneurial mindset positions them as potential business creators, providing employment opportunities across other career anchor groups (Schein, 2016). For these individuals, work revolves around originality, fostering innovation, risk-taking, and engagement with dynamic challenges. Routine or highly structured roles often conflict with their preferences, as they thrive in environments that emphasise autonomy, creativity, and bold decision-making. Ownership plays a central role in their motivation, whether through equity stakes, leadership of high-impact projects, or strategic influence over an enterprise. Their job satisfaction is intrinsically tied to control over their initiatives and the freedom to experiment and innovate. Regarding recognition, employees with entrepreneurial creativity seek accomplishments beyond traditional career success. They are motivated by building substantial enterprises, accumulating wealth, and achieving public visibility. For them, success is measured by business outcomes, personal branding, and industry recognition.

Empirical research highlights the significant relationship between entrepreneurial creativity and organisational outcomes, particularly organisational commitment and turnover intention. Clinton-Baker (2013), studying South African employees, found a significant negative relationship between entrepreneurial creativity and organisational commitment (r = -.16, p < .05), suggesting that individuals with entrepreneurial tendencies struggle to maintain loyalty within traditional structures. The study also identified a significant positive relationship between entrepreneurial creativity and turnover intention (r = .31, p < .05), indicating a higher likelihood of career mobility among these employees. Similarly, Coetzee and Baker (2015), examining employees in the South African retail sector, reported a comparable positive relationship between entrepreneurial creativity and turnover intention (r = .31, p < .05), reinforcing the link between entrepreneurial inclinations and increased turnover tendencies. These findings suggest that entrepreneurial creativity fosters innovation and bold decision-making and presents unique organisational retention challenges. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_{11} Entrepreneurial creativity significantly relates negatively to organisational commitment ($H_{11}a$) and positively to turnover intention ($H_{11}b$).

Service Dedication to a Cause. Employees anchored in service and dedication to a cause are driven by an intrinsic desire to create meaningful societal change. Their professional aspirations extend beyond personal or financial gain, focusing on improving quality of life, addressing social injustices, and advancing broader objectives such as environmental sustainability, education reform, or global peace. They prioritise roles that align with their values over traditional career markers like promotions or financial incentives. When their organisation fails to support their mission, they actively seek alternative employment that better aligns with their ideals. Service-oriented individuals gravitate toward roles that enable them to influence organisational or societal policies and enact positive change. They may decline career advancements if new responsibilities or environments conflict with their principles. While fair compensation and portable benefits contribute to financial security, these factors remain secondary to opportunities that amplify their influence and align their work with their mission. For them, the intrinsic rewards of purpose-driven work outweigh monetary considerations. Recognition for service-anchored employees extends beyond financial rewards or formal accolades. They value validation from colleagues, superiors, and the organisation, particularly when acknowledging their dedication to meaningful causes. A supportive work environment prioritising altruistic goals is essential for their engagement and job satisfaction. Schein (2016) notes that the demand for purpose-driven work is growing, especially among younger professionals and mid-career employees seeking to balance financial security with societal contributions.

Empirical evidence highlights the complex relationship between service-oriented career anchors and organisational outcomes. Coetzee et al. (2014), studying South African employees, identified a significant positive relationship between service/dedication to a cause and organisational commitment ($r = .20$, $p < .05$), suggesting that value alignment strengthens organisational loyalty. Conversely, Clinton-Baker (2013), also examining South African employees, found a significant positive relationship between service/dedication to a cause and turnover intention ($r = .13$, $p < .05$). This suggests that misalignment with organisational goals can prompt these employees to seek roles where their principles are better supported. These findings underscore the need for organisations to cultivate environments that align with the values of service-oriented employees, ensuring long-term engagement and retention. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_{12} Service and dedication significantly relate positively to organisational commitment ($H_{12}a$) and negatively to turnover intention ($H_{12}b$).

Pure Challenge. Employees anchored in pure challenge are intrinsically motivated to confront and overcome formidable obstacles. They derive work satisfaction from solving complex problems and tackling tasks others might consider unattainable. Highly competitive, they view achievements as clear victories, structuring their careers around overcoming adversity. Routine or straightforward work lacks the intellectual stimulation and excitement they seek. Even prestigious managerial roles may be unfulfilling unless they consistently present high-stakes challenges that demand ingenuity and advanced problem-solving. For challenge-oriented employees, intrinsic motivation outweighs external rewards such as salary, promotions, or traditional recognition. They perceive their careers as a series of self-imposed tests, continuously pushing their limits and redefining their capabilities. This relentless pursuit of challenge is central to their professional identity. In today's dynamic work environments, characterised by technological advancements, global competition, and multifaceted problems, such individuals find ample opportunities for growth and achievement (Schein, 2016).

Empirical research highlights a positive relationship between pure challenge as a career anchor and organisational commitment, particularly in environments where challenging roles align with employee aspirations. Coetzee et al. (2014), studying South African employees, identified a significant positive relationship between pure challenge and organisational commitment ($r = .21$, $p < .05$). This finding suggests that employees driven by challenge exhibit greater loyalty when their roles provide opportunities for intellectual and personal growth through demanding and stimulating tasks. These insights underscore the importance of aligning organisational roles with the preferences of challenge-oriented employees to enhance engagement and retention. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

H_{13} Pure challenge significantly relates positively to organisational commitment ($H_{13}a$) and negatively to turnover intention ($H_{13}b$).

Lifestyle. Employees who are anchored in lifestyle prioritise balancing their personal and professional lives. They view work as part of a broader life experience rather than an end in itself. Their career choices reflect a commitment to personal values, family responsibilities, and overall well-being. While professional advancement may appeal to them, it remains conditional to maintain their desired balance. These employees often resist promotions requiring geographic relocation, extensive travel, or long hours that encroach on personal commitments. Lifestyle-anchored employees adopt a holistic career approach, integrating professional responsibilities with broader aspirations. They prioritise flexible work arrangements that enable them to meet both career and personal demands. Benefits such as adjustable working hours, remote work options, and family-supportive leave policies (e.g., maternity and paternity leave, sabbaticals, and childcare services) are particularly valued. The growing societal emphasis on work-life balance, as noted by Galinsky and Matos (2011), highlights the increasing relevance of this career anchor across workforce demographics and industries.

Empirical research highlights the complex relationship between lifestyle integration, organisational commitment, and turnover intention. Jorgensen and Rothmann (2008), studying occupational stress and organisational commitment among South African Police Service members, identified a significant negative relationship between work-life balance and organisational commitment (r = -.27, p < .05), suggesting that misalignment between organisational demands and personal priorities weakens commitment. Clinton-Baker (2013), examining South African employees, reported a significant positive relationship between lifestyle integration and turnover intention (r = .21, p < .05), indicating that unmet work-life balance needs increase turnover likelihood. Similarly, Coetzee and Baker (2015), focusing on South African retail employees, found a comparable positive relationship between lifestyle integration and turnover intention (r = .21, p < .05), reinforcing that employees who prioritise lifestyle balance are more likely to leave if work environments fail to accommodate their needs. These findings underscore the importance of organisational strategies that support work-life balance to enhance retention among lifestyle-anchored employees. Based on this synthesis of theoretical and empirical evidence, the following hypothesis is proposed:

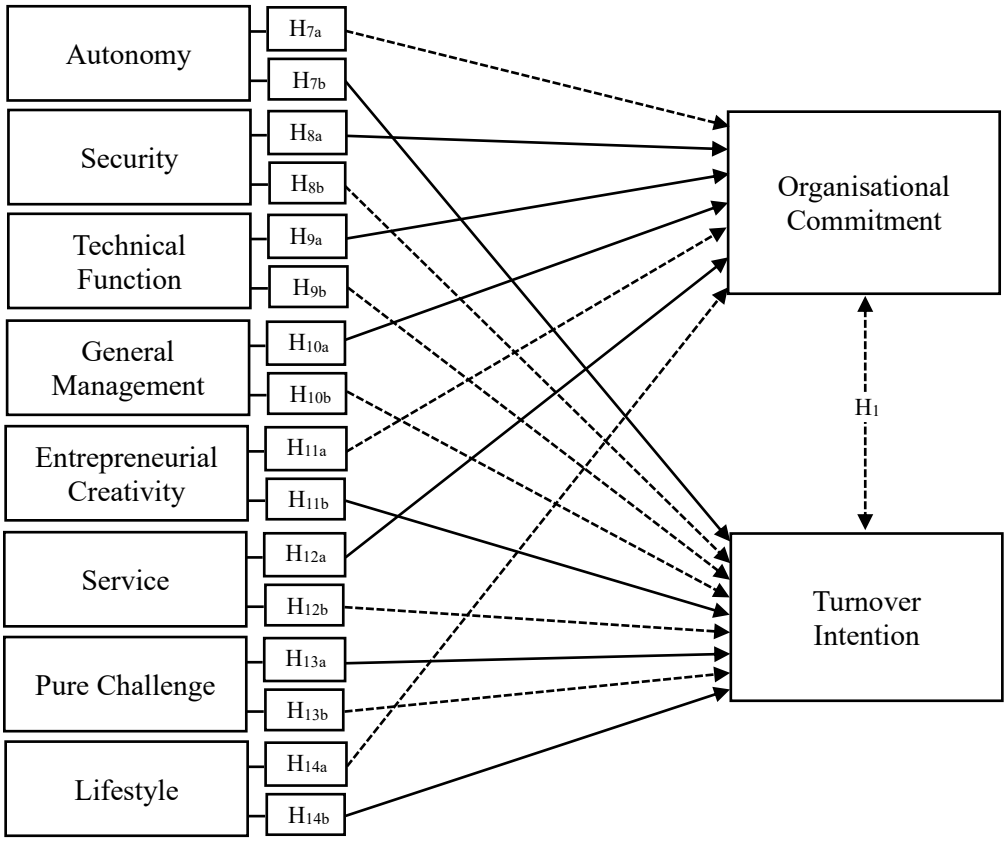
H_{14} Lifestyle integration significantly relates negatively to organisational commitment ($H_{14}a$) and positively to turnover intention ($H_{14}b$).

Proposed Conceptual Model for Career Anchors

The proposed model, depicted in Figure 3, presents a theoretical framework illustrating the relationships between career anchors and two dependent variables: organisational commitment and turnover intention. Grounded in existing theoretical and empirical research, this model provides a conceptual foundation for further empirical investigation and testing. It examines how each career anchor influences employees' psychological attachment to their organisation and their likelihood of considering alternative employment opportunities (Franzese & Kam, 2009).

Figure 3

Proposed Conceptual Model for The Relationship Between Career Anchors and Dependent Variables



Note. The solid line represents a positive correlation, and the dashed line presents a negative relationship.

Personality Traits and Career Anchors as Predictors of Organisational Commitment and Turnover Intention

The preceding empirical literature review critically examined the relationships among personality traits, career anchors, organisational commitment, and turnover intention. These findings confirmed significant associations, underscoring their relevance in organisational contexts. This subsection shifts focus from correlation to predictive capabilities, evaluating the extent to which personality traits and career anchors collectively predict variations in organisational commitment and turnover intention. This analysis offers actionable insights for workforce management strategies. The theoretical foundation for predictive analysis draws on established works, including Kenny's (1979) correlation and causality, which emphasises temporal precedence and logical causation in predictive models. Similarly, Cohen's (1988) contributions to regression analysis highlight the importance of methodological rigour in assessing predictors' practical significance. Within organisational psychology, frameworks like Karasek's job demands-control model exemplify predictive methodologies, illustrating how key variables influence workplace outcomes. Building on these foundations, this study examines personality traits and career anchors as predictors of organisational commitment and turnover intention, advancing understanding of individual and organisational alignment.

Empirical evidence consistently supports the predictive utility of personality traits and career anchors in organisational outcomes. Studies examining the combined impact of these variables reveal statistically significant contributions to organisational commitment and turnover intention. Hadziahmetovic and Mujezinovic (2021) demonstrated through regression analysis that the Big Five traits collectively accounted for 22% of the variance in affective commitment ($r^2 = .22$, $F(5, 146) = 8.38$, $p < .001$), underscoring personality's role in shaping employees' emotional attachment to their organisation. Similarly, Jeswani and Dave (2013) found that personality traits explained 75% of the variance in turnover intention among faculty members in technical education ($r^2 = .748$, $F = 380.63$, $p < .001$), highlighting personality's strong influence on retention decisions. Further evidence comes from Kumar et al. (2019), who examined bank employees' personality traits and organisational commitment. Their analysis revealed that personality traits accounted for 21% of the variance in organisational commitment ($r^2 = .211$, $F(1, 294) = 7.676$, $p < .001$), with a significant contribution ($\beta = .183$, $p < .001$), reinforcing the role of individual characteristics in organisational attachment. Beyond personality, career anchors have also proven to be valuable predictors. Coetzee and Baker (2015), studying South African retail employees, found that career anchors significantly predicted organisational commitment, explaining 5% of its variance ($\Delta r^2 = .05$, $F = 10.77$,

$p < .001$). While the effect size was modest, the findings highlight the importance of aligning employees' career motivations with their organisational roles to foster commitment. These studies demonstrate personality traits and career anchors' significant predictive power in explaining organisational commitment and turnover intention. Based on this synthesis of theoretical and empirical evidence, the following hypotheses are formulated to guide the study:

H_{15} Personality traits ($H_{15}a$) and career anchors ($H_{15}b$) significantly predict organisational commitment.

H_{16} Personality traits ($H_{16}a$) and career anchors ($H_{16}a$) significantly predict turnover intention.

Chapter Summary

This literature review introduced a triadic framework, categorising theoretical, conceptual, and empirical literature into three interdependent components. The theoretical framework established foundational concepts, highlighting the military as a workplace and a structured social organisation. This duality integrates broader societal trends with a distinctive operational ethos, shaping a unique military identity. This study's adapted model of Military Turnover provided a comprehensive framework for examining turnover intentions, drawing on attraction-selection-attrition and person-environment fit theories. The conceptual review critically examined key constructs, focusing on the Three-Component model, which defines affective, continuance, and normative commitment as core elements of organisational commitment. The turnover intention was explored through psychological factors influencing individuals' decisions to stay or leave, integrating various theoretical models. The empirical literature examined relationships among the Big Five personality traits, Schein's Career Anchor Framework, organisational commitment, and turnover intention. Through synthesising theoretical and empirical evidence, sixteen hypotheses were formulated and illustrated by two conceptual models. With this theoretical foundation established, the next chapter outlines the research methodology, detailing the study design, sampling strategy, data collection procedures, and statistical analysis techniques.

Chapter 3
Methodology

The research methodology details the methods and techniques employed in this study, ensuring replicability and rigorous scientific evaluation (Kothari, 2004). This study adheres to the *research onion* framework (Saunders et al., 2019) to inform methodological decision-making. The first section establishes the research philosophy and approach. This is followed by an overview of the methodological choice and research strategy, aligning them with the study's objectives. The chapter then details the time horizon and sampling design, specifying selection criteria and the recruitment process for the target population. The following section describes the data collection method, justifying an online questionnaire. The statistical analysis plan summarises the techniques applied to ensure rigorous data evaluation. The chapter concludes with ethical considerations, reaffirming adherence to established guidelines and research integrity.

Research Design

This study employed an explanatory research design to bolster methodological rigour. The choice of this design is based on the functionalist paradigm, highlighting its emphasis on objectivist and regulatory aspects (Burrell & Morgan, 2017). This paradigm prioritises systematic inquiry and the identification of regularities within organisational contexts, aligning with the study's aim of understanding and explaining organisational phenomena. By integrating the research methodology with the functionalist paradigm, the study ensures consistency between its philosophical orientation, methodological choices, and research objectives.

Research Philosophy

The research philosophy established the foundational assumptions guiding knowledge generation, shaping the study's methodological and analytical approach (Denzin & Lincoln, 2008). Bryman (2016) categorises research philosophies into five paradigms: positivism, critical realism, interpretivism, postmodernism, and pragmatism. This study, positioned within the functionalist paradigm, adopted a positivist approach, prioritising objectivity and a structured methodology to ensure rigour and reliability in investigating the identified variables (Saunders et al., 2019).

Ontologically, the study assumed that reality is objective, singular, and independent of human interpretation. This aligns with the positivist paradigm, which views reality as externally defined and unaffected by subjective perceptions. Such a stance enabled the study to focus on measurable and observable phenomena, forming a foundation for generating valid and reliable findings.

Epistemologically, the study embraced the positivist assumption that knowledge arises from systematically observing and measuring empirical phenomena. This approach ensured that findings were reliable, replicable, and generalisable by prioritising scientific inquiry and quantifiable data.

Axiologically, impartiality and objectivity were upheld throughout the research process, avoiding possible research bias. Commitment to detachment and objectivity minimised personal biases, ensuring data collection, analysis, and interpretation adhered to rigorous scientific principles. This alignment with positivist axiological principles reinforced the study's credibility and supported its goal of producing generalisable insights. By grounding the research within positivism, the study provided a robust and objective framework for investigating relationships among the investigated variables. This philosophical orientation ensured methodological choices aligned with the study's aim of generating empirically verifiable and theoretically grounded findings.

Research Approach

A research approach defines whether a study tests existing theories, generates new ones, or refines established frameworks (Babbie & Mouton, 2001). Saunders et al. (2019) identify three primary research approaches: induction, deduction, and abduction. This study adopted a deductive approach, aligning with its positivist orientation and objective of testing theoretical assumptions within a structured framework.

The deductive method, characterised by hypothesis-driven and quantitative analysis, provided a logical and systematic pathway for achieving the study's objectives. By starting with established theories, this approach enabled the formulation of testable hypotheses, guiding the investigation of relationships among personality traits, career anchors, organisational commitment, and turnover intention. The deductive process facilitated empirical testing of theoretical constructs and validated established relationships in a structured manner.

This method also emphasised generalisability, allowing findings derived from theoretical premises to apply to specific contexts and potentially extend to broader settings. Such generalisability enhances the study's relevance, particularly in similar organisational environments. Moreover, the hypothesis-driven nature of the deductive approach ensured rigorous testing of relationships and patterns among the variables, strengthening the reliability and validity of the results.

Methodological Choice

Methodological choice involves selecting methods and techniques that align with the study's objectives, theoretical framework, and philosophical orientation (Creswell, 2013). Saunders et al. (2019) emphasise the importance of aligning research design with study aims, advocating for informed decision-making when choosing between quantitative, qualitative, or mixed methods approaches. Given the study's positivist epistemological stance and focus on objectively quantifying relationships between variables, a quantitative research design was the most appropriate.

This approach facilitates systematic data collection and statistical analysis, enabling hypothesis testing and deriving valid, reliable conclusions. Quantitative research is particularly effective in identifying patterns, relationships, and causality among variables, aligning with the study's objective of assessing how personality traits and career anchors predict organisational commitment and turnover intention. Its capacity for generalisation further enhances the findings' broader relevance and applicability to similar populations, ensuring insights extend beyond the immediate research context (Sekaran & Bougie, 2016).

Research Strategy

A research strategy provides a structured framework that links a study's philosophical foundation to its data collection and analysis methods (Denzin & Lincoln, 2008). Saunders et al. (2019) outline various strategies, including action research, case studies, ethnography, experimental designs, grounded theory, and survey research, each addressing specific methodological needs. Initially, this study considered an experimental strategy to test the statistical compatibility of data with the null hypothesis. However, the complexities of experimental designs, classical, quasi-experimental, and non-experimental (Saunders et al., 2019), led to selecting a non-experimental approach.

The chosen non-experimental design enabled the observation and measurement of variables in their natural context, allowing for estimating hypothesised associations without manipulating independent variables (Jhangiani et al., 2019). Given the study's explanatory objectives, a cross-sectional survey design was most appropriate. This approach employed a self-administered online questionnaire distributed to a specific population at a single time, facilitating data collection needed to examine hypothesised relationships (Rindfleisch et al., 2008).

Time Horizon

The time horizon defines the temporal framework for data collection, determining whether a study examines changes over time or captures a specific moment (Sekaran & Bougie, 2016). Saunders et al. (2019) identify two primary time horizons: longitudinal studies, which track trends over an extended period, and cross-sectional studies, which provide a snapshot of a population at a single point in time. Due to academic timeline constraints, this study adopted a cross-sectional time horizon. This approach enabled the observation and analysis of a defined population within a fixed period, ensuring efficiency and methodological consistency (Setia, 2016).

Sampling Design

Sampling involves selecting a representative subset from a larger population, encompassing individuals, events, or items relevant to the research objectives. This process enables researchers to analyse a manageable sample while making inferences about the broader population. The validity and reliability of these inferences depend on how well the sample reflects the population's characteristics and diversity. When conducted systematically, sampling enhances the generalisability of findings (Saunders et al., 2019).

Sekaran and Bougie (2016) outline a structured sampling framework comprising five critical steps to ensure methodological rigour: defining the population, determining the sampling frame, selecting an appropriate sampling design, establishing the required sample size, and executing the sampling procedure. Each step ensures alignment with research objectives while maintaining representativeness and precision. This study meticulously applied these steps, elaborated in the following sections, to illustrate their relevance and implementation in achieving the study's objectives.

Population and Sample Defined

In delineating the parameters of this research, it is essential to clarify the distinction between the population and the sample. The defined *population* comprised all active-duty uniformed personnel serving within the SA Navy. This includes individuals stationed at land-based installations across the Republic of South Africa, as well as those deployed on naval vessels operating in international waters under the auspices of SANDF-authorised missions. In order to preserve the integrity of the study's focus on the contemporary organisational environment, reservists, retired personnel, and civilian staff were deliberately excluded. This exclusion criterion ensured that the investigation remained centred on the operational dynamics and occupational realities of currently serving uniformed naval personnel.

Building upon this defined population, the *sample* consisted of SA Navy members who voluntarily participated in the survey. Given that participation was open to the entire SA Navy, the sampling strategy permitted access to a broad cross-section of individuals. In this regard, deliberate efforts were made to achieve demographic representativeness across various ranks, units, and geographic postings. Furthermore, attention was given to attaining diversity in relation to age, gender, racial classification, educational attainment, and socio-economic background. Such an inclusive approach was intended to enhance the generalisability of the findings within the SA Navy, and to support a robust analysis of turnover intentions in relation to relevant demographic and organisational factors.

Sampling Technique

Sampling techniques fall into two primary categories: probability (random) and nonprobability (non-random) methods (Babbie & Mouton, 2001). Probability sampling involves randomly selecting elements, ensuring that every member of the population has a known, nonzero probability of inclusion. This method enhances sample representativeness and facilitates generalisation to the broader population. In contrast, nonprobability sampling does not rely on random selection, meaning the probability of inclusion is not predetermined. This approach is beneficial when logistical constraints, time limitations, or accessibility issues outweigh the need for full representativeness.

Given the SA Navy's secure and operationally demanding environment, this study adopted a nonprobability convenience sampling method. This approach provided access to a readily available pool of participants, minimising disruptions to naval operations and ensuring timely data collection. While this method does not guarantee full representativeness, it offered a pragmatic solution given the challenges of engaging active-duty personnel.

Sample Size

Determining an appropriate sample size is essential for ensuring representativeness and supporting the generalisability of findings (Saunders et al., 2019). Arbitrary sample sizes or resource limitations can compromise scientific, economic, and ethical standards (Kang, 2021). Scientifically, an optimal sample size enhances estimate reliability and conclusion validity. Economically, extensive samples may lead to inefficient resource use, while small samples undermine statistical power. Ethically, an oversized sample imposes unnecessary participant burdens, whereas an undersized sample risks producing inconclusive or unreliable results.

The study employed G*Power software (version 3.1.9.7) to address these considerations and determine the required sample size for analysing relationships between variables. G*Power is widely recognised in social and behavioural research for effectively performing power analyses (Faul et al., 2007; Kang, 2021).

Following Cohen's (1988) guidelines, the correlation bivariate regular model and a-priori power analysis were used with an effect size of .30, classifying it as moderate and typical within social science research. The alpha level was set at .05, balancing statistical error risks with acceptable significance levels (Fisher, 1925). A power level of .95, as recommended by Cohen (1988), minimised Type II errors and ensured sensitivity in detecting meaningful relationships. A two-tailed test was applied to capture positive and negative correlations, consistent with the study's exploratory nature (Rosenthal et al., 2000). The null hypothesis correlation (H_0) was set at .0, assuming no relationship without prior evidence (Tabachnick et al., 2019). Based on these parameters, G*Power calculated a minimum required sample size of 138 participants to achieve 95% power at a 5% significance level. This aligns with Sekaran and Bougie's (2016) guideline that sample sizes between 30 and 500 are typically sufficient for most research contexts.

However, practical challenges, including anticipated non-response rates, necessitated an upward adjustment. Online surveys, particularly in voluntary participation contexts, are susceptible to self-selection bias and lower response rates, potentially affecting representativeness and generalisability (Sekaran & Bougie, 2016). Daikeler et al. (2020) report that online surveys yield approximately 12% lower response rates than traditional methods. Similarly, Shih and Fan (2009) indicate an average online survey response rate of 34%.

To mitigate these challenges, this study applied Neuman's (2014) formula to adjust the required sample size based on an anticipated response rate of 30%. The adjustment involved dividing the minimum required sample size by the expected response rate, expressed as a decimal, and multiplying the result by 100. Using this formula, the study determined an adjusted target sample size of 460, ensuring sufficient data collection to maintain statistical power. This adjustment accounted for potential non-responses, balancing methodological rigour with practical data collection constraints.

Sample Frame

The sampling frame is essential for selecting a representative sample from a defined population (Di Gaetano, 2013). It facilitates identifying and locating units within the target group, often relying on structured records such as electronic databases, payroll systems, telephone directories, or registries (Sekaran & Bougie, 2016). However, within the SA Navy, stringent security protocols prevent the existence of a centralised personnel contact database. Instead, personnel records are managed at the unit level and tightly controlled by sensitive information, including contact details and personal identifiers. This decentralised system reflects the SA Navy's commitment to operational security and confidentiality by restricting access to personnel information to unit-specific administrative systems.

Despite lacking a centralised sampling frame, the study effectively addressed this challenge by using a nonprobability convenience sampling method. As Acharya et al. (2013) note, this approach is particularly suitable when a complete and accessible list of population elements is unavailable. It enabled data collection from readily accessible individuals across various units, ensuring diverse perspectives within the population. The flexibility of this method facilitated the research process while maintaining alignment with the SA Navy's strict confidentiality and security protocols. This methodological adaptability demonstrates the feasibility of conducting rigorous research within a military context's unique constraints and operational requirements.

Recruitment Strategies

In response to the absence of a centralised sampling frame, a field-based recruitment strategy was implemented to address the unique challenges of the military environment. This approach prioritised in-person engagement, an effective method for overcoming participation barriers in constrained settings (Heerman et al., 2017). Recruitment strategies are pivotal in ensuring sample diversity and representativeness, particularly in operational and logistical constraints that limit accessibility and participation.

While research recruitment typically employs various techniques, the military context presents specific challenges, including logistical complexities and participant hesitancy, which can hinder sample size attainment (Sickinger et al., 2018). To mitigate these challenges, the study adopted a strategic approach informed by Tramm et al. (2013), leveraging multiple access points to optimise participation. Engaging personnel across diverse units and locations enhanced sample inclusivity and representativeness, ensuring alignment with the broader population. This multifaceted approach enabled the study to overcome logistical and operational barriers while adhering to military confidentiality and security standards. By employing a targeted recruitment strategy, the study upheld methodological rigour, strengthening the validity and reliability of the collected data.

Advertisements in Bulletins and the Intranet. The researcher utilised official communication channels, including unit bulletins and the intranet, to raise awareness and encourage participation. Advertisements were disseminated in print and digital formats to accommodate the target population's varying preferences and technological access. Leveraging these established platforms ensured broad accessibility and visibility. This strategy complemented other recruitment efforts, enhancing the likelihood of obtaining a representative sample and optimising participant engagement within the constraints of the military context.

Extended Data Collection Period. The data collection period was extended to five months to accommodate the scheduling demands and deployment commitments of military personnel. This extended timeframe allowed participants to complete the survey despite their operational responsibilities. By prioritising accessibility and flexibility, the study mitigated logistical barriers, fostering greater inclusivity. This approach enhanced participation rates and ensured that the sample more accurately reflected the diverse experiences and perspectives within the target population.

Flyers. Small-format flyers were strategically distributed to maximise reach and engagement, particularly among individuals with limited digital access. These flyers provided concise information about the study, including its purpose, participation instructions, and contact details, serving as tangible reminders for potential participants. By offering accessible physical materials, this approach promoted inclusivity and encouraged participation across a broader demographic, ensuring the sample reflected the diversity of the target population.

Financial Rewards. No financial incentives were offered, aligning with Wilson et al. (2010), who found that such incentives do not significantly improve response rates for online surveys. Ethical considerations also influenced this decision, mainly to prevent undue influence on financially disadvantaged participants and to avoid complexities in ensuring equitable compensation. Instead, participants were informed of the study's potential contributions to academic knowledge and SA Navy's recruitment and retention strategies. This approach fostered a sense of purpose, encouraging voluntary participation while upholding ethical integrity.

Group Gatherings. Naval sporting events and morale functions served as platforms to promote the study effectively. Leveraging these informal settings reduced the perceived formality of the research process, fostering a relaxed environment conducive to open participation. These events enabled outreach to larger groups simultaneously, increasing awareness and engagement. Aligning the research with shared activities also cultivated a collective sense of purpose, motivating personnel to contribute to the study's objectives.

On-site Visits. On-site visits to ship and shore-based units in Simon's Town were integral to the recruitment strategy, enabling direct engagement with potential participants. These visits facilitated face-to-face interactions, allowing the researcher to introduce the study, clarify its purpose, and address concerns. This personalised approach fostered trust and rapport, reducing scepticism and encouraging participation. Engaging personnel in their work environments created a supportive atmosphere, enhancing the study's credibility and the likelihood of meaningful contributions.

Posters with QR Code Access. Invitation posters, detailed in Appendix A: Participant Recruitment Poster, were strategically placed on unit notice boards to maximise visibility. These posters prominently displayed QR codes, allowing personnel immediate access to the online survey via mobile devices. This approach minimised technological barriers by simplifying participation and enhancing convenience. Integrating QR codes improved accessibility and engagement, contributing to broader participation and a more representative sample.

Presentations to Health-focused Groups. The researcher collaborated with the military health psychology department at the Institute of Maritime Medicine in Simon's Town to deliver targeted presentations during routine *Current Health Assessments* (CHA). This strategic integration positioned the study as a natural extension of ongoing health initiatives, normalising participation within a familiar context. Framing the research within existing processes fostered relevance and importance, reducing resistance and enhancing engagement. Leveraging the trusted environment of health-focused groups encouraged thoughtful participation, strengthening the depth and reliability of the data collected.

Support from Leadership. The Flag Officer of the Fleet, Rear Admiral M. Nkomonde, was instrumental in encouraging voluntary participation. His released signal emphasised the study's voluntary nature, assured personnel of confidentiality, and highlighted the potential benefits of their contributions. His endorsement bolstered the study's credibility, fostered trust, and created a supportive atmosphere within the fleet. This leadership support reassured personnel, enhancing participation and contributing to the success of data collection.

The multifaceted recruitment approach mitigated challenges by integrating digital and traditional methods, addressing accessibility needs, and encouraging participation across diverse groups. This comprehensive strategy ensured a representative sample, supporting a robust and inclusive study. Simultaneously, it adhered to ethical standards, aligned with the university's ethics committee guidelines, and maintained research integrity. Balancing methodological rigour with ethical compliance enhanced the reliability and validity of the research outcomes.

Sample Demographics

The final sample comprised 169 SA Navy uniformed personnel representing diverse backgrounds in gender, rank, unit type, years of service, and educational qualifications. Table 1: Biographical Statistics show that the sample exhibited a gender imbalance, with 63% male and 37% female participants. The rank distribution analysis revealed a predominant representation of non-commissioned officers, with Junior Ratings (28%), Senior Ratings (27%), and Warrant Officers (22%) forming the majority. Conversely, officer participation was notably lower, with Senior Officers (12%), Junior Officers (10%), and Flag Officers (1%). This disparity underscores the limited engagement of higher-ranking personnel in the survey. Regarding the unit type, 72% of participants were stationed in land-based units, while 28% served in ship-based roles, highlighting the predominance of land-based positions. Years of service data indicated that most participants were in the mid-career (41%) and early-career (40%) stages, while smaller proportions were in the entry phase (8%) or experienced phase (11%). This distribution suggests a workforce primarily composed of personnel in transitional career stages. Educational qualifications were concentrated at lower to intermediate levels. Nearly half (46%) held a matriculation certificate as their highest qualification, 24% had entry-level tertiary qualifications, and another 24% held advanced undergraduate qualifications. Only 6% possessed postgraduate qualifications, indicating limited attainment of advanced academic credentials. Overall, the sample primarily consisted of mid-level male personnel in land-based roles, with a predominance of mid-career participants. The low percentage of advanced educational qualifications suggests opportunities for targeted professional development and academic advancement initiatives.

Table 1

Descriptive Statistics

Item	Category	Frequency	Percental
Gender	Male	106	63%
	Female	63	37%
Rank	Junior Rating	48	28%
	Senior Rating	46	27%
	Warrant Officer	37	22%
	Junior Officer	17	10%
	Senior Officer	20	12%
	Flag Officer	1	1%
Unit Type	Land Based	122	72%
	Ship Based	47	28%
Years of Service	Entry Phase	13	8%
	Early Career Service	68	40%
	Mid-Career Service	70	41%
	Experienced Phase	18	11%
National Qualification Levels	Matriculation	79	46%
	Entry-Level Tertiary	40	24%
	Advanced Undergraduate	40	24%
	Postgraduate	10	6%

Note. $N = 169$. Percentages were rounded to the closest decimal.

Data Collection Method

In accordance with the data collection framework established by Sekaran and Bougie (2016), primary data was procured directly from original sources to fulfil the research objectives. A self-administered electronic questionnaire was employed, consistent with the study's cross-sectional survey design. Developed and distributed via Checkbox Survey, a secure platform approved by the South African Military Academy, the questionnaire ensured data integrity and confidentiality. Participants accessed the survey through a QR code, enabling completion via mobile devices for convenience and efficiency. To minimise item non-response, participants were mandated to respond to all compulsory questions prior to advancing in the process; however, an option to "prefer not to answer" was incorporated to uphold respect for

individuals' choice of autonomy. In order to mitigate survey fatigue, concise instructions were provided at the outset, and participants were allowed to save their progress to complete the survey at a later convenience. These design elements enhanced engagement and ensured a high-quality data collection process.

Online Questionnaire

Established measurement tools ensured a robust data collection approach, identifying group-based trends while aligning with the research objectives. Validated instruments were selected following the guidelines of De Vos et al. (2011) and Foxcroft and Roodt (2001) to ensure acceptable psychometric properties. This framework guaranteed reliability and relevance, strengthening the study's methodological rigour and enhancing the validity and reliability of findings. The questionnaire, detailed in Appendix B: Online Questionnaire, comprised of five sections: Demographic Information, Big Five Inventory, Career Orientations Inventory, Organisational Commitment Scale, and Turnover Intention Scale.

Demographic Information

The demographic section of the questionnaire aimed to offer a thorough overview of the research sample, helping to contextualise the findings. Additionally, it supplied descriptive statistics that revealed underlying trends and patterns, serving an exploratory role that could guide future research directions. To maintain ethical standards and comply with the Protection of Personal Information (POPI) Act 4 of 2013, no identifiable or unnecessary variable information was gathered, protecting participants' privacy.

Gender. Gender significantly influences workplace dynamics, shaping opportunities, job satisfaction, and employee challenges. Eagly and Karau (2002) emphasise the role of gender in organisational inclusivity and equity, particularly regarding leadership opportunities and workplace engagement. Including gender as a demographic variable in this study allows for the investigation of potential differences in perceptions, attitudes, and behaviours arising from gender-based experiences. This variable provides valuable insights into organisational inclusivity and equality, identifying potential gender disparities within the research sample. It also enhances understanding of how these disparities may impact key organisational outcomes, such as employee engagement, commitment, and turnover intentions. Ultimately, this approach contributes to broader discussions on workplace gender equity and provides evidence to inform strategies for fostering a more inclusive organisational culture.

Rank Group. Rank within an organisation influences access to resources, authority, and responsibilities, thereby shaping job satisfaction, decision-making autonomy, and organisational commitment. Van Kleef and Lange (2020) examine the psychological and behavioural effects of hierarchical positioning, highlighting how power dynamics and perceived autonomy vary across organisational levels. These factors shape employees' experiences and engagement with organisational goals. Including rank as a demographic variable allows this study to explore differences in perceptions, attitudes, and outcomes across rank groups. This approach provides valuable insights into structural influences on individual experiences, particularly how personnel at different levels perceive their roles, responsibilities, and the broader organisational environment. Understanding these variations enhances the analysis of organisational dynamics, supporting the development of targeted strategies to improve engagement, commitment, and workforce satisfaction.

Unit Type. Unit type has a significant influence on workplace experiences by shaping operational demands and work environments. Examining data by unit type allows this study to identify patterns specific to land-based and ship-based roles, ensuring contextually relevant findings. Land-based roles typically offer excellent stability and improved work-life balance, with predictable schedules that accommodate personal needs. This stability often enhances job satisfaction and reduces stress, increasing retention rates. In contrast, ship-based roles are operationally demanding, requiring personnel to deploy on short notice and prioritise mission readiness over individual preferences. These demands can increase stress levels and negatively affect job satisfaction and retention, particularly when work-life balance is compromised. Adler et al. (2005) highlight the profound impact of such operational differences on employee satisfaction, stress, and retention outcomes. Including unit type as a demographic variable provides insights into how these contrasting environments influence organisational outcomes and individual experiences. This approach enhances understanding of how different roles affect job satisfaction, organisational commitment, and turnover intentions.

Years of Service. Tenure significantly influences job satisfaction, organisational commitment, and expertise accumulation. Ng and Feldman (2010) emphasise that tenure provides valuable insights into employees' career stages and evolving experiences. Categorising tenure into distinct phases allows organisations to tailor retention and engagement strategies to align with employees' career progression. This study divided tenure into five phases, each representing a key career stage. The entry phase (1-5 years) covers initial service,

where employees undergo foundational training, role adaptation, and organisational acculturation. During this stage, individuals build essential skills and integrate into the organisational culture. The early career phase (6-15 years) focuses on skill development and role establishment, with employees assuming leadership responsibilities and refining professional competencies. The mid-career phase (16-30 years) marks a period of seniority, where employees specialise in their roles or take on leadership positions that directly impact the organisation. The experienced phase (31-45 years) is characterised by advanced service, with employees in strategic leadership, specialised expertise, or mentorship roles providing critical guidance. Finally, the pre-retirement phase (46-65 years) typically involves honorary or advisory capacities, where employees focus on legacy, mentorship, and supporting organisational goals in a consultative role.

National Qualification Level. Educational attainment significantly influences career progression, skill acquisition, and professional development, shaping job performance and organisational impact (Bowman & Mehay, 1999). Including educational qualifications as a demographic variable allows for identifying workforce skill trends and highlighting areas requiring further training or development. It also provides insights into how educational background affects job satisfaction, career advancement, and retention. This study categorised national qualification levels into distinct sub-levels for meaningful analysis. Matriculation was classified as the foundational educational level. Entry-level tertiary qualifications included certificates and diplomas, marking the initial stages of post-secondary education and equipping individuals with foundational skills in specific fields. Advanced undergraduate qualifications encompassed bachelor’s and honours degrees, reflecting higher academic and professional preparedness, often linked to increased career opportunities and responsibilities. Postgraduate qualifications, such as master’s and doctoral degrees, represented advanced academic achievement and expertise, typically associated with specialised roles and leadership positions. This categorisation provides a structured framework for analysing the educational composition of the sample, offering insights into workforce capabilities and skill gaps.

Big Five Inventory

The Big Five Inventory (BFI), developed by John and Srivastava (1999), is a widely recognised tool designed to measure the five core dimensions of personality. This 44-item instrument employs a 5-point Likert scale, ranging from 1 = *disagree strongly* to 5 = *agree strongly*, to assess each of the five dimensions of personality. The BFI is noted for its robust psychometric properties, boasting an average reliability coefficient of .83, indicating strong internal consistency across its items.

The BFI's convergent validity is well-established, as evidenced by corrected pairwise correlations ranging from .93 to .97 compared to other validated personality measures. In addition, discriminant validity is supported by the low inter-trait correlations, which average at .20, effectively differentiating the five traits. Confirmatory factor analysis further validates the instrument's structural integrity, with standardised coefficients averaging .92, demonstrating strong factorial validity.

Furthermore, each of the five dimensions is represented by multiple items, all of which demonstrate consistent reliability across studies. These dimensions are openness to experience (10 items, α = .81; e.g., *Has an active imagination*), conscientiousness (9 items, α = .82; e.g., *Does a thorough job*), extraversion (8 items, α = .88; e.g., *Is talkative*), agreeableness (9 items, α = .79; e.g., *Is helpful and unselfish with others*), and Neuroticism (8 items, α = .84; e.g., *Can be tense*).

The utility of the BFI has been supported across diverse cultural settings. In the South African context, Bell and Njoli (2016) confirmed its reliability, reporting acceptable Cronbach’s alpha coefficients of .71, which affirms the instrument’s applicability and versatility in different cultural environments. Rever scoring is required for specific items across the dimensions to ensure accurate scoring. These include openness to experience (items 35 and 41), conscientiousness (items 8, 18, 23, and 43), extraversion (items 6, 21, and 31), agreeableness (items 2, 12, 27, and 37), and neuroticism (items 9, 24, and 34).

Overall, the BFI is a psychometrically sound and versatile instrument for assessing the Big Five personality traits. Its demonstrated reliability and validity across diverse contexts, including South Africa, reinforce its utility in psychological research and practice. The instrument's adaptability and proven effectiveness make it valuable for comprehensively investigating personality traits within various organisational and cultural settings.

Career Orientations Inventory

The Career Orientations Inventory (COI), developed by Schein (1985), is a widely utilised tool to measure individual career anchors. This 40-item inventory, validated by Leong et al. (2014), assesses eight distinct career dimensions using a 5-point Likert scale, ranging from 1 = *never true for me* to 5 = *always true for me*.

The COI has demonstrated an overall reliability coefficient of .76, indicating acceptable internal consistency across its items. Each of the eight dimensions consists of five items, reflecting a specific career anchor, with Cronbach's alpha coefficients reported for each dimension as follows:

- Autonomy (α = .81; e.g., *I dream of having a career that will allow me the freedom to do a job my own way and on my own schedule*),
- Security and stability (α = .84; e.g., *I seek jobs in organisations that will give me a sense of security and stability*),
- Technical function competence (α = .80; e.g., *I dream of being so good at what I do that my expert advice will be sought after continually*),
- General management (α = .87; e.g., *I dream of being in charge of a complex organisation and making decisions that affect many people*),
- Entrepreneurial creativity (α = .91; e.g., *Building my own business is more important to me than achieving a high-level managerial position in someone else's organisation*),
- Service and dedication to a cause (α = .85; e.g., *I am most fulfilled in my career when I have been able to use my talents in the service of others*),
- Pure challenge (α = .87; e.g., *I dream of a career in which I can solve problems or win out in situations that are extremely challenging*), and
- Lifestyle (α = .72; e.g., *I dream of a career that will permit me to integrate my personal, family, and work needs*).

The validity of the COI has been robustly supported through several studies. Danziger et al. (2008) confirmed its convergent validity through significant factor loadings, with most exceeding .5, alongside acceptable Cronbach's alpha values ranging from .601 to .887. Discriminant validity has been evidenced through confidence intervals for inter-factor correlations that exclude 1.0, as well as significant chi-square differences between constrained and unconstrained models, ensuring the distinctiveness of the constructs. The unidimensionality of the factors was affirmed by fit indices, with some correlated errors noted, likely attributable to item phrasing rather than any misspecification of the constructs.

Moreover, the COI has demonstrated strong psychometric validity and reliability in South African multicultural samples. Several studies, including those by Coetzee and Schreuder (2010) and Ellison and Schreuder (2000), have validated its reliability in South Africa, reporting Cronbach's alpha coefficients ranging from .77 to .81. The COI does not require reverse scoring. Collectively, these findings underscore the robustness of the COI as a reliable and valid instrument for assessing career orientations across diverse contexts, affirming its utility in both research and applied settings.

Organisational Commitment Questionnaire

The Organisational Commitment Scale (OCS-18), developed by Meyer et al. (1993), is an established instrument designed to measure organisational commitment. This shortened scale was derived from the original 24-item Organisational Commitment Scale by Allen and Meyer (1990) and has since been condensed and validated into an 18-item version. The OCS-18 is divided into three distinct dimensions, each comprising six items. It uses a 5-point Likert scale where respondents indicate their level of agreement, ranging from 1 = *disagree strongly* to 5 = *agree strongly*.

The scale demonstrates an acceptable Cronbach's alpha of .70, signifying adequate internal consistency. Confirmatory factor analysis has confirmed the scale's factorial validity, affirming the distinctiveness of the three dimensions while preserving their theoretical relationships. Moderate inter-correlations among the dimensions provide convergent and discriminant validity evidence, confirming their conceptual independence. Criterion-related validity has also been established, with each dimension showing significant associations with relevant organisational outcomes, including turnover intention, job satisfaction, and performance. The three dimensions measured by the OCS-18 include affective commitment (α = .82; e.g., *I really feel as if this organisation's problems are my own*), continuance commitment (α = .74; e.g., *I believe I have too few options to consider leaving this organisation*), and normative commitment (α = .83; e.g., *I would feel guilty if I left this organisation now*). Studies conducted by Coetzee and Baker (2015) and Lumley et al. (2011) have confirmed the reliability of the OCS-18 in the South African context, reporting internal consistency scores ranging between .73 and .77. To ensure accurate interpretation of responses, reverse scoring was required for Affective commitment items 3, 4, and 5, as well as normative commitment item 1.

The OCS-18 is a reliable and valid instrument for measuring organisational commitment. It is suitable for diverse contexts, including the South African military environment. It effectively captures the emotional, practical, and moral dimensions of an employee's commitment to their organisation, making it invaluable for this study's objectives.

Turnover Intention Scale

The Turnover Intention Scale (TIS-6), developed by Bothma and Roodt (2013), assessed the intention to leave the organisation. This scale is a condensed version of the original 15-item turnover intention scale by Roodt (2004), which was adapted and validated into a more concise six-item form. The TIS-6 evaluates a single dimension of turnover intention using a 5-point Likert scale, with response options ranging from 1 = *never* to 5 = *always*.

The TIS-6 has demonstrated strong psychometric properties, including an impressive Cronbach's alpha of .80, indicating good internal consistency. An example item from the scale is, "How often have you considered leaving your job". Exploratory factor analysis has confirmed its factorial validity, with factor loadings ranging from .73 to .81, further supporting the scale's reliability. The instrument has also been shown to possess criterion-predictive validity, as significant differences were found in TIS-6 scores between individuals who had resigned and those who remained employed. Large effect sizes were observed in turnover intention over a four-month period, with more minor, yet still significant, differences noted over a four-year period, highlighting its capacity to predict actual turnover behaviour.

Regarding differential validity, the TIS-6 has shown meaningful variations in scores across constructs such as work-based identity and personal alienation. This further affirms its ability to distinguish between high and low turnover intention individuals. Oosthuizen et al. (2016) validated the TIS-6 within the South African context, reporting an enhanced Cronbach's alpha of .88, demonstrating the scale's reliability in local settings.

To ensure precise interpretation of responses, reverse scoring was applied to items 5 and 6 of the scale, maintaining the accuracy of participants' answers. Overall, the TIS-6 has proven to be a robust and reliable instrument for measuring turnover intention, with substantial validity and internal consistency, making it highly suitable for assessing turnover intentions within organisational contexts.

Statistical Analysis

Before commencing with the statistical analysis, several steps were taken to ensure the study's credibility and validity, thereby enhancing the reliability of its conclusions. Data screening and cleaning verified the accuracy of the dataset, identified univariate outliers, and assessed normality. Item analysis followed to confirm reliability. Inferential statistics, including bivariate correlation and multiple linear regression, were then applied. Ethical considerations were also addressed to uphold research integrity. These preparatory measures ensured the data's accuracy, representativeness, and alignment with the research objectives.

Data Screening and Cleaning

Datasets are susceptible to errors from human inaccuracies, such as incorrect or missing entries, and technical disruptions, including software malfunctions or network problems. These challenges compromise data accuracy and reliability, threatening the validity of subsequent analyses (Saidu et al., 2023). Pevalin and Robson (2009) emphasise the necessity of thorough dataset examination before analysis to address these concerns. Aligning with this recommendation, the present study implemented systematic data screening and cleaning protocols based on guidelines by Tabachnick et al. (2019). These measures preserved dataset integrity, minimised errors, and strengthened the reliability of findings.

Accuracy of Data File

The original online dataset was systematically compared with its digital representation to ensure precision. While meticulous proofreading is appropriate for smaller datasets, it proves impractical for larger datasets. Accordingly, alternative verification methods were implemented. Descriptive statistics were utilised to assess the accuracy of the dataset, and graphical representations of the variables offered an intuitive means of checking for inconsistencies. This approach effectively balanced rigour and efficiency, ensuring data accuracy and reliability without requiring excessive manual effort.

Out-of-Range Values. Given the measurement requirements of the selected instruments, all variables were assessed using a 5-point Likert scale, ranging from 1 (lowest) to 5 (highest). Responses outside this range were considered invalid (Tabachnick et al., 2019). The online survey platform enforced pre-set rating scales to reduce errors, restricting responses to the designated range. Despite these safeguards, a thorough screening verified that all recorded responses adhered to the expected range, ensuring dataset integrity and reliability.

Response Pattern Analysis. Response pattern analysis is essential for detecting biases such as straight-lining, where participants repeatedly select the same response, and extreme responding, where only the highest or lowest options are chosen. These biases undermine data validity and reliability (McGrath et al., 2010). The study adhered to Field's (2024) guidelines to mitigate this risk and applied Standard Deviation Analysis to assess response variability. Each respondent's standard deviation across all items was calculated, with values approaching zero indicating minimal variability, potentially signifying disengagement or straight-lining. Identifying and addressing these patterns preserved data integrity, ensuring robustness and accurate representation of participant input.

Reverse Scoring. Reverse coding is essential for aligning negatively worded items with the intended construct that is being measured. These items function as cognitive speed bumps, prompting more deliberate responses and mitigating response bias. By adjusting the scoring, reverse coding ensures that higher scores consistently indicate more significant levels of the measured construct, thereby enhancing the validity and reliability of the assessment (Croasmun & Ostrom, 2011). This study followed instrument-specific manuals to ensure standardisation and adherence to established guidelines. For the neuroticism subscale, reverse coding was significant due to its negative orientation, capturing traits such as anxiety, insecurity, and emotional instability (John et al., 2010). The neuroticism subscale was transformed into emotional stability, a positively oriented construct to enhance interpretability and maintain consistency with other Big Five dimensions. This transformation ensures that higher scores indicate more excellent emotional stability, aligning this dimension with the positively framed constructs of the Big Five model and facilitating uniform interpretation across traits.

Missing Data. Missing data presents a common challenge in data analysis, potentially affecting the validity and generalisability of study results. Tabachnick et al. (2019) highlight that the pattern of missing data is often more critical than the proportion of missing values. Randomly dispersed missing data present fewer challenges; conversely, non-random missing data can obscure results and diminish the sample representativeness. Missing data fall into three categories: MCAR (missing completely at random), MAR (missing at random), and MNAR (missing not at random). To evaluate the pattern of missing data, SPSS Missing Values Analysis was conducted following Field's (2024) guidelines. The analysis determined whether missing data followed a random pattern and identified the most appropriate handling method.

Given the minimal proportion of missing data and confirmation of MCAR, the study applied listwise deletion (complete case analysis). This approach excluded cases with missing values on any analysed variables. Listwise deletion was selected for its unbiased nature, methodological simplicity, and ability to preserve dataset integrity while ensuring analytical rigour.

Identify Univariate Outliers

Outliers are extreme values on a single univariate variable or unusual combinations across multiple multivariate variables. These cases can distort statistical results, increasing the likelihood of Type I and Type II errors and ultimately reducing the generalisability of findings. A frequent cause of outliers is incorrect data entry, necessitating thorough verification to identify and address extreme values. Errors in syntax, such as missing-value codes, may also produce invalid readings. Cases outside the sampling frame were excluded, while natural outliers within the target population were carefully evaluated for inclusion (Tabachnick et al., 2019). Following Sekaran and Bougie's (2016) guidelines, outliers were systematically identified using boxplots and Z-scores. Based on standard SPSS practices, boxplots flagged significant outliers as those exceeding 1.5 or 3 times the interquartile range (IQR). However, Hoaglin and Iglewicz (1987) caution that the 1.5 IQR rule may misidentify outliers in nearly fifty per cent of cases, necessitating supplementary measures methods. Z-scores exceeding 3.29 ($p < .001$, two-tailed) provided additional reliability in detecting extreme values. Adjustments were applied to legitimate outliers within the target population to improve normality and minimise their impact on statistical analyses (Field, 2024). Winsorising replaced extreme values with less extreme ones, preserving their rank while reducing their influence (Tabachnick & Fidell, 2019).

Identify Normality

Assessing data normality is essential for ensuring the reliability and validity of statistical analyses. Skewness and kurtosis serve as primary indicators of distribution symmetry and tail characteristics. Tabachnick and Fidell (2019) describe a normal distribution as having zero skewness and kurtosis values, indicating symmetry and appropriately proportioned tails. Skewness measures distribution asymmetry. Positive skewness, where values cluster at the lower end, results in a longer right tail, while negative skewness, indicating clustering at the higher end, produces a longer left tail. Such asymmetry can distort central tendency measures;

for instance, positive skewness inflates the mean due to extreme values, whereas the median remains relatively stable. Discrepancies between the mean and median often signal asymmetry.

Kurtosis evaluates tail density relative to the distribution's centre. A leptokurtic distribution with positive kurtosis features heavier tails and more extreme values, whereas a platykurtic distribution with negative kurtosis has lighter tails and fewer extremes. Westfall (2014) suggests interpreting kurtosis as an indicator of tail density rather than peak sharpness, focusing on outliers and extreme deviations. A comprehensive normality assessment incorporated both graphical and statistical methods. Q-Q plots and histograms provided initial visual evaluations, where data points aligning with the diagonal in Q-Q plots suggested normality, while deviations indicated potential skewness or kurtosis issues. Descriptive statistics, particularly mean-median comparisons, further aided asymmetry detection, with significant differences suggesting violations of normality.

SPSS software calculated skewness and kurtosis values alongside their standard errors, offering precise quantitative assessments. Positive skewness indicated right-skewed distributions, while negative skewness reflected left-skewed distributions. Excess kurtosis was measured relative to three, the expected value for a normal distribution, where positive values indicated heavy tails and negative values suggested lighter tails. Due to test sensitivity, minor normality deviations are often statistically significant in large samples. Field (2024) recommends prioritising the practical implications of skewness and kurtosis over mere statistical significance. Considering deviation magnitude and its analytical impact ensures methodologically rigorous and contextually relevant normality assessments.

Item Analysis

Item analysis is essential in the psychometric validation process, ensuring that each item within a scale meaningfully contributes to overall reliability and validity. This process evaluates internal consistency and item-total correlations and identifies redundancy or ambiguity, balancing statistical rigour with theoretical coherence to ensure accurate construct measurement. Reliability was assessed using Cronbach's alpha (α), a widely recognised measure of internal consistency (Saunders et al., 2019). Cronbach's alpha estimates the average inter-item correlation, with higher values indicating more excellent reliability. Thresholds outlined by Sekaran and Bougie (2016) were followed: values below .5 were deemed unacceptable, those above .6 were usable, values exceeding .7 were acceptable, and values above .8 were considered good. Scales with alpha values above .7 required no further adjustments, while those below .7 underwent detailed item analysis.

Corrected item-total correlations were examined, with values below .3 indicating weak correlations with the overall scale, suggesting a limited contribution to reliability. The Cronbach's Alpha if Item Deleted statistic was used to determine whether removing specific items would enhance reliability. While item removal can improve internal consistency, construct validity and theoretical alignment were carefully considered before making adjustments. Retaining items conceptually aligned with the construct remained a priority.

To address potential limitations of Cronbach's alpha, mainly when tau-equivalence assumptions do not hold, McDonald's omega (ω) was also applied. Hayes and Coutts (2020) recommend omega as a more precise internal consistency measure, mainly when item variances differ. As with Cronbach's alpha, omega values above .7 indicated acceptable reliability. Employing Cronbach's alpha and McDonald's omega ensured a comprehensive evaluation, enhancing analytical robustness. This dual-method reliability assessment provided a nuanced understanding of scale consistency and dependability, reinforcing the instruments' psychometric integrity. It established a strong foundation for subsequent data analysis and interpretation, supporting the study's broader research objectives.

Inferential Statistics

This section details the inferential analyses used to test hypotheses and examine relationships among study variables. All statistical computations were conducted using SPSS software. Bivariate Pearson's correlation analyses were first performed to determine the strength and direction of associations between variables. Multiple linear regression analyses were followed to assess the predictive capacity of independent variables relative to dependent variables. These inferential techniques provided a robust basis for drawing meaningful conclusions regarding variable relationships and their implications for the broader research objectives.

Bivariate Pearson Correlation

Bivariate Pearson's correlation analyses by Pearson, K. (1900) is a fundamental statistical technique for assessing the strength and direction of linear relationships between variables. The Pearson correlation coefficient (r) ranges from -1 to +1, where positive values indicate that both variables increase together, and negative values suggest that one decreases as the other increases. A coefficient closer to ±1 signifies a stronger relationship, while a value near 0 indicates no linear association.

In accordance with Pevalin and Robson (2009), statistical significance was determined using p-values, with values below .05 suggesting that the observed relationship is unlikely to have occurred by chance and values below .01 providing even greater confidence in the findings. Scatter plots visually represented paired values, facilitating the identification of linear trends. The analysis adhered to key assumptions, including linearity and normality. Linearity was verified to ensure that relationships followed a straight-line pattern, and appropriate transformations were applied when deviations were detected. The Pearson correlation analysis included only variables measured at the interval or ratio level, while categorical data were excluded. Normality was assessed to ensure the accuracy of confidence intervals and significance tests, particularly in smaller samples. When data deviated from normality or included ordinal variables and outliers, alternative correlation measures, such as Spearman's rho or Kendall's tau, were applied to reduce bias and maintain analytical robustness.

Following the guidelines by Field (2024), 1,000 resamples, Bootstrapping was employed to generate robust confidence intervals, mitigating reliance on normality assumptions and enhancing result reliability. SPSS computed Pearson's correlation coefficients with two-tailed significance tests. Bias-corrected accelerated (BCa) confidence intervals were also calculated to improve precision and account for potential data distortions. Interpretation of p-values followed standard conventions. A p-value below the chosen significance threshold (e.g., .01 or .05) led to rejecting the null hypothesis, indicating a statistically significant relationship. Conversely, if the p-value exceeded the threshold, the null hypothesis was not rejected, suggesting insufficient evidence for a meaningful effect. This methodological approach ensured valid, reliable findings, reinforcing the study's hypotheses and analytical conclusions.

Multiple Linear Regression

Multiple linear regression was employed to examine the relationships between the dependent and independent variables. According to Montgomery et al. (2021), this method is particularly effective for assessing the relative contributions of multiple predictors to dependent variables. As a flexible and robust analytical tool, it is widely applied in the social sciences to explore complex variable interactions.

Key assumptions were systematically evaluated following Tabachnick et al. (2019) to ensure the validity and reliability of the results. Linearity between dependent and independent variables was verified to confirm straight-line relationships. Residual independence was tested to prevent correlation among observations, minimising biased estimates. Homoscedasticity was assessed by examining residual variance consistency across predictor levels, ensuring model reliability. Residuals were assessed for normality to ensure the validity of inferential tests. Diagnostics for multicollinearity confirmed that the independent variables did not display excessive correlations, thereby avoiding the distortion of coefficient instability.

Data preparation followed by Field (2024), addressing missing values and identifying outliers. Diagnostic tools such as Cook's distance and Mahalanobis distance detected influential cases, which were carefully reviewed to mitigate their impact. Independent variables were entered into the regression model using the forced entry method, ensuring simultaneous predictor inclusion. Regression coefficients were interpreted within a 95% confidence interval, with stepping method entry and removal criteria set at .05 and .10, respectively. The correlation matrix was reviewed to assess predictor-outcome relationships. Multicollinearity diagnostics confirmed that no excessive correlations ($r > .9$) existed among predictors. Model fit was evaluated using the Model Summary and ANOVA tables, with the r^2 value indicating the proportion of variance in the dependent variable explained by the model. Standardised regression coefficients provided insights into the relative importance of predictors, clarifying their contributions to organisational commitment and turnover intention.

The Coefficient of Determination

The coefficient of determination (r^2) is a statistical measure that quantifies the proportion of variance in a dependent variable explained by the independent variable (Nagelkerke, 1991). This measure is widely applied in both correlation and regression analyses. In correlation, r^2 indicates how much variance in one variable is accounted for by its linear relationship with another, complementing the correlation coefficient (r), which measures relationship strength and direction. Gravetter and Wallnau (2016) provide interpretative thresholds for r^2 values: $r^2 = .01$ represents a small effect, $r^2 = .09$ indicates a medium effect, and $r^2 = .25$ signifies a large effect. A very large effect occurs when $r^2 = .5294$, meaning the independent variable explains a substantial proportion of the dependent variable's variance. As a key measure in correlation and regression, r^2 offers valuable insights into the strength and explanatory power of relationships between variables, enhancing the interpretability of statistical findings.

Ethical Considerations

Ethical considerations were central to the study's design and implementation, ensuring the protection of participants' rights, safety, and dignity in accordance with professional and legal standards (Sekaran & Bougie, 2016). Defence Intelligence granted approval to conduct research within the Department of Defence, as Appendix C: Authority Letter outlines. Additionally, ethical clearance was obtained from the University of Cape Town Ethics Committee, reference: COM/01058/2024, as detailed in Appendix D: Ethics Approval Letter.[1]

The study adhered to legal and institutional frameworks, including the APA Code of Conduct and the Health Professions Act 56 of 1974. Informed consent was obtained at the outset, with participants receiving clear information regarding the study's purpose, methodology, potential risks, and benefits. Emphasising voluntary participation, the consent process safeguarded autonomy and transparency while preventing coercion, ensuring alignment with ethical best practices. Confidentiality was rigorously maintained. All data were anonymised, and identifiable information was excluded to safeguard participant privacy. Participants were informed of their right to withdraw at any time without consequence. Recognising the potential for emotional distress, support mechanisms were established, including access to a military psychologist at the 2 Military Hospital Psychiatry Department and a 24-hour hotline for the South African Depression and Anxiety Group. These measures upheld the principle of beneficence, prioritising participant well-being.

Potential risks were identified and minimised in adherence to the principle of non-maleficence. Clear communication of the research benefits ensured an ethical balance between participant protection and the study's value. Integrity and transparency guided all stages of data collection and analysis, with full disclosure of funding sources, potential conflicts of interest, and methodological limitations. This commitment to openness fostered trust among participants and within the academic community.

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[1] It should be noted that the title reflected in the ethics application differs slightly from the title presented in this dissertation, which reflects the necessary refinements made during the research process. The original title submitted to the Ethics Committee was "*Exploring whether Career Anchors, Personality and Organisational Commitment Predict Turnover Intention of Officers within the South African National Defence Force.*" However, access constraints during data collection necessitated a narrowed focus on uniformed personnel within the SA Navy. In addition, upon recommendation by an anonymous examiner, the verb 'exploring' was revised to 'investigating' to reflect the quantitative research design more accurately. The author acknowledges and appreciates this constructive feedback.

Equitable practices in participant selection effectively mitigated the potential for discrimination and exploitation. Given that deception was deemed unnecessary, comprehensive debriefing served to reinforce transparency. Data management adhered to the Protection of Personal Information Act (POPIA), with all electronic data securely stored on UCT-vetted OneDrive and backed up on MS Teams. These safeguards protect data against theft, corruption, or loss, maintaining integrity and confidentiality. Findings will be disseminated accurately and with accessibility, ensuring all stakeholders, including participants where appropriate, have access to the study's results. The study aims to meaningfully contribute to academic knowledge by accurately citing sources and ensuring data authenticity, thereby upholding academic integrity while avoiding misrepresentation or selective reporting and maintaining the highest ethical standards.

Chapter Summary

This chapter provided a comprehensive synthesis of the research design, ensuring replicability and scientific rigour. The explanatory research design was contextualised within the positivist research philosophy, reinforcing the inquiry's objective and systematic nature. A deductive research approach was adopted, aligning with the quantitative methodology to facilitate hypothesis testing and statistical generalisation. The research strategy followed a cross-sectional survey design with a cross-sectional time horizon, capturing data at a single point in time. The sampling framework focused exclusively on active-duty uniformed personnel within the SA Navy. A non-probability convenience sampling method was applied, with a target sample size of 460, and multiple recruitment strategies were used to enhance participation and representativeness. Data collection was conducted through a self-administered electronic questionnaire incorporating standardised and validated instruments, including the Big Five Inventory (John & Srivastava, 1999), the Career Orientations Inventory (Schein, 1985), the Organisational Commitment Scale (Meyer et al., 1993), and the Turnover Intention Scale (Bothma & Roodt, 2013). To ensure data integrity, rigorous screening and cleaning procedures were undertaken to verify accuracy and compliance with analytical assumptions. Inferential statistical analyses were performed using SPSS software, with bivariate correlation and multiple linear regression applied to examine relationships among study variables. Ethical considerations were reviewed, confirming adherence to established guidelines and reinforcing research integrity. The subsequent chapter presents the statistical results and key findings with the established methodological framework.

Chapter 4

Results

The results chapter presents the data analysis findings, focusing objectively on reporting outcomes without interpretation or discussion (Saunders et al., 2019). The chapter is structured into four sections to ensure clarity and methodological coherence, each contributing to a systematic presentation of findings. The first section outlines the data screening process, which verifies the dataset's accuracy, consistency, and reliability. The second section focuses on item analysis, assessing the internal consistency and reliability of measurement instruments. The third section presents descriptive statistics, summarising the central tendency and variability of key study variables to provide a comprehensive data overview. The final section applies inferential statistical analyses, including correlation and regression techniques, to examine relationships between variables and assess their predictive significance.

Screening and Cleaning the Data

Data collection was conducted over a five-month period, from 1 July 2024 to 25 November 2024. This extended timeframe was strategically chosen to minimise delays, enhance participant engagement, and ensure a representative sample. The initial sample size was set at 460 participants to achieve the target of 138 completed responses.

During the collection period, 625 individuals accessed the online survey. Two respondents were excluded because they did not meet the inclusion criteria based on employment status and the study’s objectives. Among eligible participants, 338 opted not to participate, and 116 submitted incomplete surveys with substantial missing data.

Table 2

Response Rate

Respondents	Frequency	Percentage
Ineligibility	2	0.3%
Complete Refusal	338	54.1%
Partial Response	116	18.6%
Complete Responses	169	27%

Note. 625 participants accessed the survey.

The dataset was thoroughly examined to uphold methodological rigour, as detailed in Appendix E: Univariate Statistical Analyses. Incomplete cases were systematically assessed and confirmed to be missing completely at random (MCAR). Following Field's (2024) guidelines, listwise deletion was applied, excluding 456 cases. The final dataset comprised 169 completed responses, exceeding the initial target by 31 cases and reinforcing the robustness of the data collection approach.

The final response rate was 27%, slightly below the 30% threshold suggested by Sekaran and Bougie (2016) and Hair et al. (2022) but within an acceptable range for survey-based research. However, Devi et al. (2018) highlight the potential for non-response bias in lower response rates, which may affect the generalisability of findings. These considerations underscore the methodology's effectiveness and the challenges of achieving higher participation rates within the SA Navy context.

All recorded responses adhered to the predefined range of 1 to 5. Response patterns showed standard deviation scores between .75 and 1.89, indicating no evidence of straight-lining or extreme response biases. Reverse coding was applied to maintain consistency in item interpretation and scoring.

Univariate analysis of 15 variables identified 2,459 cases within the normal range ($z \leq 1.96$). Potential outliers included 81 cases ($1.96 < z \leq 2.58$), 14 probable cases ($2.58 < z \leq 3.29$), and two extreme cases ($z > 3.29$). Winsorisation was applied to stabilise the dataset while preserving its integrity. Adjustments were made to Case 39 within openness to experience (mean adjusted from 2.30 to 2.70) and Case 10 within conscientiousness (mean adjusted from 2.22 to 2.67), preventing extreme values from distorting analyses.

Normality was assessed using both statistical and visual methods. Skewness values ranged from -.70 to .52, with security exhibiting the most asymmetry (-.70), indicating mild clustering toward higher scores, while service dedication showed a slight skew toward lower scores (.52). Kurtosis values ranged from -.84 to .52, with service dedication displaying a slightly platykurtic distribution (-.84) and security showing marginal leptokurtosis (.52). These values remained within the ±1 range, confirming suitability for parametric analyses. Visual inspections of Q-Q plots indicated that data points closely followed the reference line, with only minor deviations at the extremes. Box plots further validated these findings, revealing mild outliers retained to represent the target population accurately. Through rigorous data cleaning and screening procedures, the dataset met all methodological assumptions. These processes ensured acceptable normality, symmetry, and stability levels, validating the dataset for correlation and regression analyses.

Item Analysis

The reliability of the instruments used in this study was assessed using two complementary measures: Cronbach's alpha and McDonald's omega coefficients. These indices evaluated the internal consistency of the subscales, with results summarised in Table 3. The analysis indicated varying levels of internal consistency across the subscales, providing insights into the psychometric robustness of the measurement instruments.

Specific subscales demonstrated strong internal consistency, reflected in high alpha and omega coefficients, while others exhibited moderate reliability. These variations are significant, as they enhance understanding of the instruments' reliability across different contexts. Detailed results, including item-level statistics and coefficient interpretations, are presented in Appendix F: Item Analysis to ensure a thorough evaluation. This appendix comprehensively summarises the reliability assessment process, ensuring transparency and deeper insights into the instruments' psychometric properties.

Table 3

Reliability Testing of Cronbach's Alpha and McDonald's Omega

Variables	Items	Cronbach's Alpha	McDonald's Omega
Big Five Inventory	44	.885	.910
Openness to Experience	10	.655	.710
Conscientiousness	9	.802	.806
Extraversion	8	.794	.793
Agreeableness	9	.772	.772
Emotional Stability	8	.813	.812
Career Orientations Inventory	40	.890	.876
Autonomy	5	.736	.728
Security	5	.702	.760
Technical Function	5	.532	.710
General Management	5	.648	.710
Entrepreneurial Creativity	5	.781	.751
Service Dedication	5	.751	.752
Pure Challenge	5	.703	.740
Lifestyle	5	.661	.750
Organisational Commitment Scale	18	.852	.910
Affective	6	.864	.866
Continuance	6	.745	.753
Normative	6	.890	.893
Turnover Intention Scale	6	.859	.865

Note. Total sample size $N = 169$.

The Big Five Inventory demonstrated acceptable reliability, with a Cronbach's alpha of .885 and an omega coefficient of .910. Subscale analyses indicated good internal consistency for conscientiousness (α = .802, ω = .806) and emotional stability (α = .813, ω = .812). Additionally, extraversion (α = .794, ω = .793) and agreeableness (α = .772, ω = .772) exhibited acceptable reliability. However, openness to experience (α = .655, ω = .710) demonstrated a lower level of consistency, though still considered usable for research purposes.

The Career Orientations Inventory displayed strong overall reliability, with a Cronbach's alpha of .890 and an omega coefficient of .876. Subscales such as entrepreneurial creativity (α = .781, ω = .751) and service dedication (α = .751, ω = .752) demonstrated good internal consistency. Acceptable reliability was also observed for autonomy (α = .736, ω = .728), security (α = .702, ω = .760), pure challenge (α = .703, ω = .740), and lifestyle (α = .661, ω = .750). However, the technical function subscale exhibited poor reliability (α = .532), though its omega coefficient of .710 suggested an acceptable level of internal consistency, warranting its retention for analysis.

The Organisational Commitment Scale demonstrated robust reliability, with a Cronbach's alpha of .852 and an omega coefficient of .910. Although most items exhibited strong internal consistency, item 4 (corrected item-total correlation = .026) and item 5 (corrected item-total correlation = -.111) on the continuance subscale showed weaker performance. Despite this, no items were removed to preserve the scale's theoretical structure and conceptual integrity.

The Turnover Intention Scale exhibited good reliability, with a Cronbach's alpha of .859 and an omega coefficient of .865. All items contributed adequately to internal consistency, confirming the scale's suitability for this study. Overall, the psychometric instruments demonstrated strong reliability across most measures. While some subscales displayed acceptable or usable consistency, the results support the appropriateness of these instruments for investigating the study's constructs within the research context.

Descriptive Statistics

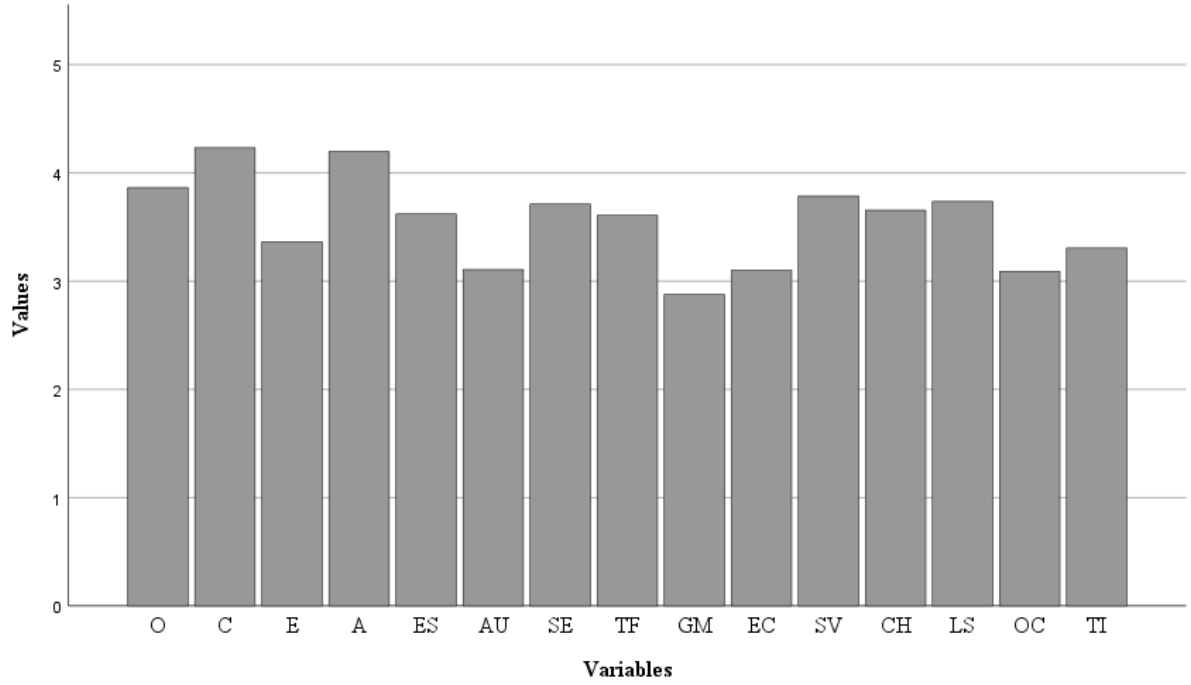
Table 4 summarises descriptive statistics for the sample and provides an overview of key study variables' central tendency and variability. The Big Five personality traits exhibited distinct patterns. Conscientiousness (M = 4.23, SD = .55) and agreeableness (M = 4.20, SD = .54) emerged as the most prominent traits, suggesting that participants rated themselves as highly responsible, cooperative, and empathetic. In contrast, extraversion (M = 3.36, SD = .71) had the lowest mean score, indicating a comparatively lower inclination towards social engagement and outgoing behaviours.

Regarding career anchors, service dedication (M = 3.79, SD = .73) and lifestyle (M = 3.74, SD = .66) were the highest-rated factors, suggesting that participants prioritised purpose-driven careers and work-life balance. In contrast, general management (M = 2.87, SD = .67) had the lowest mean, indicating that management and leadership roles were less central to participants' career aspirations.

For organisational attitudes, turnover intention ($M = 3.30$, $SD = .91$) was slightly higher than organisational commitment ($M = 3.09$, $SD = .73$), suggesting moderate turnover intentions alongside somewhat lower organisational commitment. These findings establish a foundational understanding of the sample's characteristics, offering insights into personality traits, career preferences, and the relative strength of organisational commitment and turnover intention. This analysis sets the stage for further exploration of relationships among these variables.

Table 4

Summary of Means



Note. Big Five Personality Traits (O = Openness, C = Conscientiousness, E = Extraversion, A = Agreeableness, ES = Emotional Stability); Career Anchors (AU = Autonomy, SE = Security, TF = Technical Function, GM = General Management, EC = Entrepreneurial, SV = Service Dedication, CH = Pure Challenge, LS = Lifestyle), OC = Organisational Commitment; and TI = Turnover Intention.

Inferential Statistical Analysis

This section presents the results from bivariate correlation and multiple linear regression analyses, evaluating whether the null hypotheses associated with each stated or alternative hypothesis should be retained or rejected.

The bivariate correlation analysis, summarised in Table 5, examined the strength and direction of relationships between variables using Pearson's correlation coefficient. This method was selected as the data met the necessary assumptions of linearity and scale-level measurement, verified through univariate statistical analyses (Appendix E: Univariate Statistical Analysis). Appendix G: Supplementary Statistical Analyses provides additional details, including confidence intervals and effect sizes.

To further explore predictive relationships, multiple linear regression analyses assessed the statistical significance, magnitude, and unique contribution of each independent variable in explaining variance in the dependent variables. This approach allowed for a more nuanced investigation of the study's hypotheses. All assumptions, normality, homoscedasticity, and the absence of multicollinearity were thoroughly tested and confirmed, ensuring the validity of the regression results. Additional details, including the model summary, ANOVA, and coefficient tables, are available in Appendix G: Supplementary Statistical Analyses. These analyses provided a comprehensive understanding of the complex relationships among variables, reinforcing the study's methodological robustness and contributing to the overall reliability of the findings.

Table 5

Descriptive Statistics and Correlations for Study Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Openness to Experience	3.86	.45	.66														
2. Conscientiousness	4.23	.55	.33**	.80													
3. Extraversion	3.36	.71	.36**	.27**	.79												
4. Agreeableness	4.20	.54	.20**	.49**	.24**	.77											
5. Emotional Stability	3.62	.75	.20**	.48**	.28**	.47**	.81										
6. Autonomy	3.11	.75	.18*	.00	-.06	-.14	-.04	.74									
7. Security	3.71	.72	.19*	.18*	.00	.20**	.11	.12	.70								
8. Technical Function	3.61	.65	.31**	.23**	.20**	.03	.09	.25**	.35**	.53							
9. General Management	2.87	.67	.39**	.20**	.30**	.11	.14	.32**	.30**	.36**	.65						
10. Entrepreneurial Creativity	3.10	.87	.38**	.04	.03	.08	.05	.51**	.17*	.29**	.35**	.78					
11. Service Dedication	3.79	.73	.34**	.20*	.14	.29**	.08	.11	.15	.33**	.23**	.42**	.75				
12. Pure Challenge	3.66	.69	.42**	.33**	.20**	.20**	.25**	.22**	.22**	.48**	.38**	.47**	.58**	.70			
13. Lifestyle	3.74	.66	.23**	.11	-.04	.13	.02	.45**	.41**	.29**	.23**	.55**	.42**	.40**	.66		
14. Organisational Commitment	3.09	.73	.09	.10	.20*	.19*	.17*	-.35**	-.04	.03	.01	-.23**	.04	-.03	-.33**	.85	
15. Turnover Intention	3.30	.91	.07	-.08	-.15	-.08	-.31**	.31**	.14	.09	.05	.31**	.04	-.01	.44**	-.64**	.86

Note. Sample size is $N = 169$

Coefficient alphas are available along the diagonal.

*$p < .05$. **$p < .01$ *(two-tailed)*.

Relation Between Organisational Commitment and Turnover Intention

This section presents the results of correlation analysis to address the question: *Is organisational commitment related to turnover intention?* The analysis systematically evaluated the strength and direction of the relationship, providing insights into the dynamics between these key organisational outcomes.

Hypothesis 1. In this study, it was hypothesised that organisational commitment would exhibit a significant negative relationship with turnover intention (H_1). The results of the correlation analysis revealed a statistically significant and substantial negative relationship between organisational commitment and turnover intention (r = -.64, p < .01). Accordingly, the null hypothesis ($H_0$1), which posited that no significant negative relationship exists between organisational commitment and turnover intention, was rejected in favour of the alternative hypothesis. This finding suggests that higher levels of organisational commitment are associated with a reduced likelihood of turnover intentions among military personnel.

Personality Traits Relating to Organisational Commitment and Turnover Intention

This section presents the results of correlation testing to address the question: *How do different personality traits relate to organisational commitment and turnover intention, respectively?* The analyses rigorously examined the strength and direction of these relationships, offering a detailed evaluation of the connections between personality traits, organisational commitment, and turnover intention.

Hypothesis 2. In this study, it was hypothesised that openness to experience would have a significant negative relationship with organisational commitment (H_2a) and a significant positive relationship with turnover intention (H_2b). The results of the correlation analysis revealed a non-significant, slightly positive relationship between openness to experience and organisational commitment (r = .09, p > .05) and a non-significant, slightly positive relationship with turnover intention (r = .07, p > .05). Consequently, the null hypothesis ($H_0$2), which states that there is no significant relationship between openness to experience and either organisational commitment or turnover intention, failed to be rejected. These findings suggest that openness to experience does not exhibit a meaningful association with organisational commitment or turnover intention among military personnel within the scope of this study.

Hypothesis 3. In this study, it was hypothesised that conscientiousness would have a significant positive relationship with organisational commitment (H_3a) and a significant negative relationship with turnover intention (H_3b). The results of the correlation analysis demonstrated a non-significant, slight positive relationship between conscientiousness and organisational commitment ($r = .10$, $p > .05$) and a non-significant, slight negative relationship with turnover intention ($r = -.08$, $p > .05$). Consequently, the null hypothesis ($H_0 3$), which states that there is no significant relationship between conscientiousness and either organisational commitment or turnover intention, failed to be rejected. These findings indicate that conscientiousness does not exhibit a meaningful association with organisational commitment or turnover intention among military personnel within the context of this study.

Hypothesis 4. In this study, it was hypothesised that extraversion would have a significant positive relationship with organisational commitment (H_4a) and a significant negative relationship with turnover intention (H_4b). The results of the correlation analysis revealed a statistically significant, small positive relationship between extraversion and organisational commitment ($r = .20$, $p < .05$) and a non-significant, slight negative relationship with turnover intention ($r = -.15$, $p > .05$). As a result, the null hypothesis ($H_0 4$), which states that extraversion does not significantly relate to organisational commitment or turnover intention, was rejected in favour of the alternative hypothesis for organisational commitment and failed to be rejected for turnover intention. These findings indicate that individuals in the military who display higher levels of sociability, energy, and outgoingness are more likely to demonstrate more substantial organisational commitment. However, their likelihood of leaving the organisation is not significantly associated with their level of extraversion.

Hypothesis 5. In this study, it was hypothesised that agreeableness would have a significant positive relationship with organisational commitment (H_5a) and a significant negative relationship with turnover intention (H_5b). The results of the correlation analysis revealed a statistically significant, slight positive relationship between agreeableness and organisational commitment ($r = .19$, $p < .05$) and a non-significant, slight negative relationship with turnover intention ($r = -.08$, $p > .05$). As a result, the null hypothesis ($H_0 5$), which posits that agreeableness does not significantly relate to organisational commitment or turnover intention, was rejected in favour of the alternative hypothesis for organisational commitment and failed to be rejected for turnover intention. These findings suggest that military personnel with higher levels of cooperation, compassion, and a preference for harmonious relationships

are more likely to display more substantial organisational commitment. However, their likelihood of turnover is not significantly influenced by their level of agreeableness.

Hypothesis 6. In this study, it was hypothesised that emotional stability would have a significant positive relationship with organisational commitment (H_6a) and a significant negative relationship with turnover intention (H_6b). The results of the correlation analysis revealed a statistically significant, slight positive relationship between emotional stability and organisational commitment ($r = .17$, $p < .05$) and a statistically significant, low negative relationship with turnover intention ($r = -.31$, $p < .01$). Accordingly, the null hypothesis (H_06), which posits that emotional stability does not significantly relate positively to organisational commitment or negatively to turnover intention, was rejected in favour of the alternative hypotheses. These findings suggest that military personnel with higher emotional stability, characterised by lower levels of anxiety and fewer negative emotions, are more likely to exhibit more substantial organisational commitment and are less inclined to consider leaving the organisation.

Career Anchors Relating to Organisational Commitment and Turnover Intention

This section presents the results of correlation testing to address the question: *How do different career anchors relate to organisational commitment and turnover intention, respectively?* The analyses assessed the strength and direction of the relationships between career anchors, organisational commitment, and turnover intention, providing insights into the influence of career anchors on these organisational outcomes.

Hypothesis 7. In this study, it was hypothesised that autonomy would have a significant negative relationship with organisational commitment (H_7a) and a significant positive relationship with turnover intention (H_7b). The results of the correlation analysis revealed a statistically significant, small negative relationship between autonomy and organisational commitment ($r = -.35$, $p < .01$) and a statistically significant, small positive relationship with turnover intention ($r = .31$, $p < .01$). Accordingly, the null hypothesis (H_07), which posits that autonomy does not significantly relate negatively to organisational commitment or positively to turnover intention, was rejected in favour of the alternative hypotheses. These findings suggest that military personnel who value independence and self-direction highly are less likely to exhibit strong organisational commitment and are more inclined to consider leaving the organisation.

Hypothesis 8. In this study, it was hypothesised that security would have a significant positive relationship with organisational commitment (H_8a) and a significant negative relationship with turnover intention (H_8b). The results of the correlation analysis revealed a non-significant, slight negative relationship between security and organisational commitment (r = -.04, p > .05) and a non-significant, slight positive relationship with turnover intention (r = .14, p > .05). Consequently, the null hypothesis (H_o8), which posits that security does not significantly relate positively to organisational commitment or negatively to turnover intention, failed to be rejected. These findings suggest that prioritising job security does not exert a meaningful connection on military personnel's level of organisational commitment or their likelihood of turnover.

Hypothesis 9. In this study, it was hypothesised that technical or functional expertise would have a significant positive relationship with organisational commitment (H_9a) and a significant negative relationship with turnover intention (H_9b). The results of the correlation analysis revealed a non-significant, slightly positive relationship between technical functioning and organisational commitment (r = .03, p > .05) and a non-significant, slightly positive relationship with turnover intention (r = .09, p > .05). Consequently, the null hypothesis (H_o9), which posits that technical or functional expertise does not significantly relate positively to organisational commitment or negatively to turnover intention, failed to be rejected. These findings suggest that prioritising technical or functional expertise does not significantly impact organisational commitment or the likelihood of turnover among military personnel.

Hypothesis 10. In this study, it was hypothesised that general management would have a significant positive relationship with organisational commitment (H_{10}a) and a significant negative relationship with turnover intention (H_{10}b). The results of the correlation analysis revealed a non-significant, slightly positive relationship between general management and organisational commitment (r = .01, p > .05) and a non-significant, slightly positive relationship with turnover intention (r = .05, p > .05). Consequently, the null hypothesis (H_o10), which posits that general management does not significantly relate positively to organisational commitment or negatively to turnover intention, failed to be rejected. These findings suggest that prioritising general management roles does not have a meaningful impact on the organisational commitment of military personnel or their likelihood of turnover.

Hypothesis 11. In this study, it was hypothesised that entrepreneurial creativity would have a significant negative relationship with organisational commitment ($H_{11}a$) and a significant positive relationship with turnover intention ($H_{11}b$). The results of the correlation analysis revealed a statistically significant, small negative relationship between entrepreneurial creativity and organisational commitment ($r = -.23$, $p < .01$) and a statistically significant, small positive relationship with turnover intention ($r = .31$, $p < .01$). Accordingly, the null hypothesis ($H_0 11$), which posits that entrepreneurial creativity does not significantly relate negatively to organisational commitment or positively to turnover intention, was rejected in favour of the alternative hypotheses. These findings suggest that military personnel who value innovation, risk-taking, and entrepreneurial activities are less likely to exhibit strong organisational commitment and are more inclined to consider leaving the organisation.

Hypothesis 12. In this study, it was hypothesised that service and dedication would have a significant positive relationship with organisational commitment ($H_{12}a$) and a significant negative relationship with turnover intention ($H_{12}b$). The results of the correlation analysis revealed a non-significant, slightly positive relationship between service and dedication and organisational commitment ($r = .04$, $p > .05$) and a non-significant, slightly positive relationship with turnover intention ($r = .04$, $p > .05$). Consequently, the null hypothesis ($H_0 12$), which posits that service and dedication do not significantly relate positively to organisational commitment or negatively to turnover intention, failed to be rejected. These findings suggest that prioritising service and dedication to others does not have a meaningful impact on the organisational commitment of military personnel or their likelihood of turnover.

Hypothesis 13. In this study, it was hypothesised that pure challenge would have a significant positive relationship with organisational commitment ($H_{13}a$) and a significant negative relationship with turnover intention ($H_{13}b$). The results of the correlation analysis revealed a non-significant, slight negative relationship between pure challenge and organisational commitment ($r = -.03$, $p > .05$) and a non-significant, slight negative relationship with turnover intention ($r = -.01$, $p > .05$). Consequently, the null hypothesis ($H_0 13$), which posits that pure challenge does not significantly relate positively to organisational commitment or negatively to turnover intention, failed to be rejected. These findings suggest that prioritising challenging and demanding tasks does not have a meaningful impact on the organisational commitment of military personnel or their likelihood of turnover.

Hypothesis 14. In this study, it was hypothesised that lifestyle integration would have a significant negative relationship with organisational commitment ($H_{14}a$) and a significant positive relationship with turnover intention ($H_{14}b$). The results of the correlation analysis revealed a statistically significant, small negative relationship between lifestyle integration and organisational commitment ($r = -.33$, $p < .01$) and a statistically significant, substantial positive relationship with turnover intention ($r = .44$, $p < .01$). Accordingly, the null hypothesis (H_o14), which posits that lifestyle integration does not significantly relate negatively to organisational commitment or positively to turnover intention, was rejected in favour of the alternative hypotheses. These findings suggest that military personnel prioritising achieving a balance between work and personal life are less likely to exhibit strong organisational commitment and are more inclined to consider leaving the organisation.

Personality Traits and Career Anchors Predicting Organisational Commitment and Turnover Intention

This section presents the results of multiple linear regression analyses to address the question: *Do personality traits and career anchors significantly predict organisational commitment and turnover intention?* The analyses examined the predictive power of both personality traits and career anchors, providing insights into their influence on organisational commitment within this context.

Hypothesis 15. In this study, it was hypothesised that personality traits ($H_{15}a$) and career anchors ($H_{15}b$) would significantly predict organisational commitment. To test this hypothesis, two separate multiple linear regression analyses were performed to assess the extent to which personality traits and career anchors influenced organisational commitment.

Personality Traits ($H_{15}a$). Organisational commitment was regressed on the Big Five personality traits. The results indicated that the overall regression model was statistically significant, $F(5, 163) = 2.31$, $p = .046$. Collectively, the Big Five personality traits explained 7% of the variance in organisational commitment ($R^2 = .07$, $\Delta R^2 = .04$). The standard error of the estimate (SEE = .72) indicated the average deviation of observed values from the predicted values. Cohen's f^2 was .07, suggesting a small effect size for the predictors of organisational commitment. The assumptions for multiple linear regression were met, as residuals were

normally distributed, and no issues with multicollinearity were observed (tolerance values ranged from .64 to .82, and VIF values ranged from 1.22 to 1.57).

Although the overall model was statistically significant, none of the personality traits emerged as statistically significant individual predictors of organisational commitment. Extraversion demonstrated the most substantial positive relationship (β = .15, t(163) = 1.80, p = .075), though this was not statistically significant. Agreeableness exhibited a slightly weaker positive relationship (β = .14, t(163) = 1.58, p = .117), followed by emotional stability, which showed a minor positive relationship (β = .08, t(163) = .87, p = .387). Conscientiousness indicated a minor negative relationship with organisational commitment (β = -.05, t(163) = -.55, p = .584), while openness to experience displayed the most diminutive positive relationship (β = .01, t(163) = .12, p = .902). Ultimately, the regression model showed significance and accounted for a minor portion of variance, but the specific personality traits did not appear as significant predictors of organisational commitment.

Career Anchors ($H_{15}b$). Organisational commitment was regressed on Schein's eight career anchors. The results indicated that the overall regression model was statistically significant, F(8, 160) = 5.67, p < .001. The career anchors collectively explained 22% of the variance in organisational commitment (R^2 = .22, ΔR^2 = .18). The standard error of the estimate (SEE = .66) indicated the average deviation of observed values from the predicted values. Cohen's f^2 was .22, suggesting a moderate effect size for the predictors of organisational commitment. The assumptions of multiple linear regression were met, including normally distributed residuals and the absence of multicollinearity (tolerance values ranged from .50 to .72, and VIF values ranged from 1.41 to 2).

While the overall model was significant, only autonomy (p < .05) and lifestyle (p < .05) emerged as statistically significant individual predictors of organisational commitment. Lifestyle demonstrated the strongest negative relationship with organisational commitment (β = -.31, t(160) = -3.16, p = .002), followed by autonomy, which showed a slightly weaker negative relationship (β = -.26, t(160) = -2.92, p = .004). Service and dedication indicated a positive relationship (β = .18, t(160) = 1.92, p = .057), although it did not reach statistical significance. Technical or functional expertise (β = .10, t(160) = 1.23, p = .220) and general management (β = .10, t(160) = 1.25, p = .213) exhibited smaller positive relationships. Entrepreneurial creativity displayed a minor negative relationship (β = -.07, t(160) = -.73, p = .467), while security showed a negligible positive relationship (β = .03, t(160) = .42, p = .677). Finally, pure challenge exhibited the smallest negative relationship with

organisational commitment (β = -.01, $t(160)$ = -.10, p = .922). The results suggest that career anchors collectively contribute moderately to predicting organisational commitment. Specifically, lifestyle and autonomy emerge as significant individual predictors, underscoring the challenges of reconciling personal preferences for autonomy and work-life balance with organisational demands, particularly within the military context.

Multiple linear regression analyses provided partial support for hypothesis 15. As a result, the null hypothesis ($H_0$15), which posited that personality traits and career anchors do not significantly predict organisational commitment, failed to be rejected for personality traits; however, it was rejected in favour of the alternative hypothesis for turnover intention. These findings suggest that personality traits, as a group, significantly predicted organisational commitment, although the contributions of individual traits were limited and not statistically significant. Similarly, career anchors collectively demonstrated a significant predictive relationship with organisational commitment. However, only autonomy and lifestyle were identified as significant negative predictors.

Hypothesis 16. In this study, it was hypothesised that personality traits (H_{16}a) and career anchors (H_{16}b) would significantly predict turnover intention. To evaluate this hypothesis, two separate multiple linear regression analyses were conducted to examine the extent to which personality traits and career anchors contributed to explaining variance in turnover intention.

Personality Traits (H_{16}a). Turnover intention was regressed on the Big Five personality traits. The results indicated that the overall regression model was statistically significant, $F(5, 163) = 4.94$, $p < .001$. Collectively, the Big Five personality traits explained 13% of the variance in turnover intention (R^2 = .13, ΔR^2 = .10). The standard error of the estimate (SEE = .86) reflected the average deviation of observed values from the predicted values. Cohen's f^2 was .13, indicating a moderate effect size for the predictors of turnover intention. The assumptions for multiple regression were met, including normally distributed residuals and the absence of multicollinearity (tolerance values ranged from .64 to .82, and VIF values ranged from 1.22 to 1.57).

While the overall model was significant, only openness to experience ($p < .05$) and emotional stability ($p < .01$) emerged as statistically significant individual predictors of turnover intention. Emotional stability demonstrated the most substantial negative relationship with turnover intention (β = -.35, $t(163)$ = -3.98, $p < .001$), indicating that individuals with

higher emotional stability are less likely to consider leaving the organisation. Openness to experience showed a positive and statistically significant relationship with turnover intention (β = .17, t(163) = 2.07, p = .040), suggesting that individuals who score higher on openness to experience may be more likely to exhibit turnover intentions. Extraversion displayed a moderately negative relationship with turnover intention (β = -.14, t(163) = -1.67, p = .096), although this was not statistically significant. Agreeableness indicated a weaker positive relationship (β = .07, t(163) = .78, p = .435), while conscientiousness exhibited the slightest positive effect on turnover intention (β = .03, t(163) = .38, p = .705). The results suggest that while personality traits collectively contribute to explaining turnover intention, emotional stability and openness to experience play particularly significant roles. Emotional stability reduces the likelihood of turnover, while openness to experience is associated with an increased propensity to leave the organisation.

Career Anchors ($H_{16}b$). Turnover intention was regressed on Shein's eight career anchors. The results indicated that the overall regression model was statistically significant, F(8, 160) = 7.42, p < .001. Collectively, the career anchors explained 27% of the variance in turnover intention (R^2 = .27, ΔR^2 = .23). The standard error of the estimate (SEE = .79) reflected the average deviation of observed values from the predicted values. Cohen's f^2 was .37, indicating a moderate to large effect size for the predictors of turnover intention. The assumptions of multiple linear regression were met, including normally distributed residuals and the absence of multicollinearity (tolerance values ranged from .50 to .72, and VIF values ranged from 1.39 to 2).

While the overall model was significant, only lifestyle (p < .01) and pure challenge (p < .05) emerged as statistically significant individual predictors of turnover intention. Lifestyle exhibited the most substantial positive relationship with turnover intention (β = .43, t(160) = 4.50, p < .001), indicating that individuals who prioritise work-life balance are more likely to consider leaving the organisation. The pure challenge showed a significant negative relationship with turnover intention (β = -.24, t(160) = -2.49, p = .014), suggesting that individuals who seek challenging and demanding tasks are less inclined to leave the organisation. Entrepreneurial creativity indicated a positive relationship with turnover intention (β = .18, t(160) = 1.97, p = .051), though it did not reach statistical significance.

Autonomy (β = .09, $t(160)$ = 1.06, p = .289) demonstrated a smaller positive relationship, while technical or functional expertise (β = .05, $t(160)$ = .64, p = .526) displayed a minor positive effect. General management (β = -.05, $t(160)$ = -.58, p = .566) and service and dedication (β = -.12, $t(160)$ = -1.07, p = .286) showed minor negative relationships. Finally, security demonstrated a negligible negative relationship with turnover intention (β = -.02, $t(160)$ = -.21, p = .837). The findings suggest that career anchors collectively play a meaningful role in predicting turnover intention, with lifestyle and pure challenge standing out as significant individual predictors. These results underscore the influence of personal priorities on employees' decisions to remain in or leave an organisation, particularly in a structured and demanding environment such as the military.

Multiple linear regression analyses for hypothesis16 indicated that the null hypothesis ($H_0$16), which posited that personality traits and career anchors do not significantly predict turnover intention, was rejected in favour of the alternative hypotheses. These findings suggest that personality traits demonstrated a significant predictive relationship with turnover intention. However, among the traits, only emotional stability emerged as a significant negative predictor, while openness to experience was a significant positive predictor. Similarly, career anchors significantly predicted turnover intention, with lifestyle identified as a significant positive predictor and pure challenge as a significant negative predictor.

Chapter Summary

This results chapter presented the findings from the data analysis. Data screening indicated that 625 individuals accessed the online survey; however, after listwise deletion of MCAR data, the final dataset comprised 169 completed responses, yielding a 27% response rate. Only two extreme cases required Winsorisation to minimise the influence of outliers. Item analysis confirmed high internal consistency across the measurement instruments, with all McDonald's Omega values exceeding the acceptable threshold, ensuring reliable assessments of the measured constructs.

Descriptive statistics showed that key study variables followed a normal distribution, with central tendencies aligning with expected values. Among the Big Five personality traits, conscientiousness emerged as the most prominent, whereas extraversion exhibited the lowest average level. Regarding career anchors, service dedication received the highest ratings, while general management was the lowest-rated factor. Turnover intention was moderately high, while organisational commitment was comparatively lower, suggesting a potential tendency towards attrition.

Bivariate correlation analysis indicated a substantial negative relationship between organisational commitment and turnover intention. Extraversion, agreeableness, and emotional stability exhibited slight positive associations with organisational commitment, whereas only emotional stability demonstrated a small significant negative relationship with turnover intention. With respect to career anchors, autonomy, entrepreneurial creativity, and lifestyle demonstrated small negative associations with organisational commitment and a small positive relation with turnover intention. Multiple linear regression analysis revealed that personality traits did not predict organisational commitment. However, openness contributed to increased turnover intention, whereas emotional stability reduced it. Among career anchors, both autonomy and lifestyle contributed to a decrease in organisational commitment. Additionally, pure challenge contributed to lower turnover intentions, whereas lifestyle increased it. With the statistical results established, the next chapter discusses their theoretical and practical implications, links the findings to existing literature, and offers recommendations for the SA Navy.

Chapter 5

Discussion

This discussion chapter critically evaluates the study's findings through the lens of the adapted model of Military Turnover. To maintain analytical coherence, this discussion is structured into thematic sections, each addressing the study's primary aim: To examine how personality traits and career anchors relate to organisational commitment and turnover intention among uniformed personnel in the SA Navy.

The first section analyses turnover intention as an immediate risk factor for attrition, highlighting its prevalence and implications for workforce stability. This is followed by examining organisational commitment, focusing on its inverse relationship with turnover intention and its role in shaping personnel retention. The following section explores distal influences, beginning with personality traits such as extraversion, agreeableness, and emotional stability, considering their relevance within the military's structured environment. This leads to a discussion on career anchors, specifically autonomy, entrepreneurial creativity, and lifestyle, which serve as intrinsic motivators influencing role alignment and career decisions. The subsequent section evaluates the predictive strength of organisational commitment and turnover intention, positioning personality traits and career anchors as key factors for refining selection and retention strategies. The chapter concludes by assessing the study's limitations and proposes future research directions to deepen understanding of organisational dynamics.

Proximal Factors: Turnover Intention

The SANDF faces ongoing financial constraints that hinder operational readiness and threaten personnel safety (Joint Standing Committee on Defence, 2023a). Despite the budgetary constraints outlined in the Department of Defence (2020a) *Strategic Plan* for 2020-2025, the organisation remains obligated to meet its defence commitments. This situation imposes excessive pressure on personnel while lacking crucial institutional support, leading to a steady departure of skilled, uniformed personnel. At the proximal level, turnover intention constitutes an immediate risk factor, reflecting personnel's contemplation of leaving due to dissatisfaction, misalignment with military culture, or external economic opportunities. Rising attrition signals growing organisational challenges in professionally and personally meeting workforce expectations (Mabuza & Dodd, 2020). This trend aligns with findings from the present study, indicating a moderately high turnover intention and relatively lower organisational commitment. These factors suggest that personnel experience decisional uncertainty, as their attachment to the organisation remains tenuous. However, this uncertainty

also presents a critical opportunity for strategic interventions. Personnel in this state are particularly receptive to measures that enhance organisational commitment by addressing misalignments and aligning roles with their intrinsic career motivations.

Intermediate Factors: Organisational Commitment

At the intermediate level, various factors affect turnover outcomes, with organisational commitment as a key determinant of staff turnover. Understanding the implicit psychological contracts that govern employee-organisation relationships provides deeper insight into the complex interplay between organisational commitment and turnover intentions. These constructs are often considered inversely related within organisational behaviour research, wherein more substantial organisational commitment is associated with lower turnover intention (Guzeller & Celiker, 2020). Aligned with this theoretical perspective, the present study identified a significant negative relationship between organisational commitment and turnover intention, sharing 41% of the variance ($r^2 = .41$). This finding aligns with existing military research. It contributes to the broader understanding of turnover dynamics within this context. Godlewski and Kline (2012) identified moderate negative relations between normative commitment and turnover intention ($r = -.55$, $p < .05$) and between affective commitment and turnover intention ($r = -.61$, $p < .05$) among Canadian military recruits. Similarly, Licklider (2011) found comparable results among active-duty personnel ($r = -.42$, $p < .05$). Mabuza and Dodd (2020) confirmed these patterns within the SA military, highlighting commitment's role in retaining skilled personnel.

Organisational commitment comprises distinct subdimensions influencing personnel retention and engagement. Analysing mean scores for these dimensions contextualises the correlation findings within the SA Navy. The results indicate that while personnel demonstrate moderate commitment to their roles, their continued service is primarily shaped by external factors rather than an intrinsic sense of duty. The weaker normative commitment suggests a limited moral obligation to remain, implying a weaker identification with the organisation's values and mission. This pattern reflects a workforce engaged mainly for practical reasons rather than institutional loyalty, contributing to long-term retention challenges and increased turnover susceptibility. Although organisational commitment offers insight into personnel attitudes, turnover intention findings reveal critical workforce dynamics. A moderately elevated mean turnover intention score suggests conflicting priorities among personnel. While some dedication to the organisation's mission is evident, a substantial proportion actively considers leaving, particularly when professional or personal needs remain unmet.

These observations align with broader trends in military retention literature, which suggest that the SANDF's rigid hierarchical structure, high physical demands, and frequent relocations contrast with the evolving expectations of the workforce (Mogaladi & Bester, 2020; O'Neil & O'Neil, 2022). Younger generations prioritise autonomy, work-life balance, and workplace well-being, resulting in heightened turnover among those who experience a disconnection between military culture and their career aspirations (Mabona et al., 2019; Tresch, 2008). High unemployment rates lead individuals to enlist primarily for financial security rather than for alignment with military values (Smith, 2015). The escalating challenges of turnover intention further exacerbate attrition, as recruits lacking intrinsic motivation may struggle with the demands and discipline of military life, reinforcing retention risks (Kristof-Brown et al., 2005). In addition, the SANDF's ongoing transition to an all-volunteer force further exacerbates these challenges, as personnel anticipate career development opportunities and work conditions that align with contemporary employment standards rather than traditional military rigidity. Research indicates that when expectations concerning career progression, stability, and institutional support are unmet, psychological contract breaches occur, resulting in disillusionment and an increased risk of turnover (Mabuza & Dodd, 2020). This retention crisis is further intensified by structural career limitations, shifting employee priorities, and a growing misalignment between individual aspirations and institutional objectives, jeopardising organisational sustainability (Ahmad-Saufi et al., 2023a). Ultimately, these behaviour patterns reveal an increasing gap between workforce expectations and military structures, heightening attrition risks and threatening the SANDF's long-term workforce stability. With the earlier discussion establishing the inverse association between organisational commitment and turnover intention and the significance of the psychological contract, the focus now shifts to how personality traits and career anchors affect these dynamics.

Distal Factors: Personality Traits and Career Anchors

At the distal level, various factors influence organisational commitment and turnover intention, extending beyond job satisfaction to deeper psychological and career-related drivers. While commitment directly affects retention, dispositional and motivational factors, like personality traits and career anchors, shape workforce stability. Understanding these patterns provides insights into workforce dynamics within the SA Navy, shedding light on how individual differences relate to retention in the military, thereby enhancing workplace commitment and turnover knowledge.

The Role of Personality Traits

Personality traits are critical in shaping individuals' ability to maintain, fulfil, and prioritise commitments, influencing organisational outcomes, interpersonal dynamics, and broader societal structures. Assessing personality traits offers a strategic approach to managing psychological contracts by providing insights into the alignment between recruits' characteristics and organisational culture, thereby fostering realistic expectations. While extensive civilian research supports the relationship between personality traits, organisational commitment, and turnover intention (Erdheim et al., 2006; Tsaousoglou et al., 2022), empirical evidence within military contexts remains limited (Sjøgren et al., 2024). Considering the unique structural, cultural, and operational requirements of military service, this gap prompts inquiries regarding how far civilian research can be applied to military contexts. Subsequently, it is essential to investigate how personality traits are connected to organisational commitment and turnover intention in this setting. The following subsections examine the relationships between personality traits and organisational commitment, along with personality traits and turnover intention, seeking a deeper understanding of these dynamics.

Personality Traits and Organisational Commitment. The findings of this study indicate significant relationships between certain personality traits and organisational commitment. Extraversion demonstrated a slight but significant positive relationship with organisational commitment, sharing 4% of the variance ($r^2 = .04$). The moderate extraversion score indicates a workforce that values social engagement, teamwork, and active interpersonal interactions, which are essential in operational and leadership positions within high-pressure environments. This trait aligns with roles requiring proactive communication, group cohesion, and high-energy performance under demanding conditions, such as leadership, team-based coordination, and morale-building responsibilities. However, it may present challenges in positions that demand prolonged periods of solitary work, meticulous, analytical reasoning, or structured hierarchical adherence, where excessive social engagement could divert focus from precision-driven tasks.

Alongside extraversion, agreeableness also demonstrated a slight but significant positive relationship with organisational commitment, sharing for 4% of the variance ($r^2 = .04$). High mean scores for agreeableness suggest a workforce prioritising cooperation, interpersonal harmony, and collective well-being, fostering a culture of support and cohesion essential for team effectiveness. This trait aligns with roles requiring collaborative decision-making, conflict resolution, and adherence to organisational values, such as mentoring, counselling, and

diplomacy-driven operational functions. However, it may present challenges in positions that demand high-stakes decision-making under pressure, assertive leadership in crises, or rigid enforcement of disciplinary measures, where excessive agreeableness might impede necessary confrontation and firm directive action.

Further underscoring the relevance of personality traits, emotional stability demonstrated a slight but significant positive relationship with organisational commitment, sharing 3% of the variance ($r^2 = .03$). The high mean scores for emotional stability suggest a workforce prioritising resilience, psychological endurance, and composure under pressure, which are critical in sustaining operational effectiveness in high-risk environments. This trait aligns with roles requiring stress tolerance, adaptability to unpredictable challenges, and the ability to remain composed in high-pressure situations, such as crisis management, emergency response, and combat leadership. However, it may present challenges in positions that demand high emotional sensitivity, empathy-driven responsiveness, or acute social perceptiveness, where a detached or overly composed demeanour might hinder nuanced interpersonal engagement.

While extraversion, agreeableness, and emotional stability exhibited modest relationships with organisational commitment, certain traits did not exhibit significant associations. Specifically, this study showed no statistical associations between openness to experience and conscientiousness. However, their potential relevance in specific military contexts should not be overlooked. Openness to experience remains valuable in military settings, particularly in leadership and educational roles. Research suggests that openness to experience is less prevalent in military environments (Jackson et al., 2012), yet it plays a crucial role in creativity and strategic thinking (Campbell et al., 2009). This trait becomes particularly important in high-pressure contexts that demand innovative solutions and adaptability. Leaders exhibiting openness to experience can foster decentralised decision-making, encouraging initiative and flexibility among team members. Moreover, conscientiousness is widely recognised in military contexts for its ability to closely align with core military values within hierarchical structures, such as discipline, trust, and accountability, thereby enhancing job performance and operational effectiveness (Darr, 2011; Fosse et al., 2015; Kleynhans, 2024; Salgado, 2002). Individuals high in conscientiousness exhibit reliability, goal orientation, and attention to detail, attributes that are critical to the structured and disciplined environment of the SA Navy. These qualities drive motivation, persistence, and goal attainment, integral to mission success (Roberts et al., 2006). Building on this discussion, the focus now shifts to examining the relationship between personality traits and turnover intention.

Personality Traits and Turnover Intention. Turnover intentions, which often lead to actual turnover, are influenced by both individual and organisational factors. Key individual-level determinants include personality traits (Jeswani & Dave, 2013). Meta-analytic studies reinforce this notion, demonstrating that personality traits are significant indicators of turnover intentions and behaviours (Sarwar et al., 2013; Sifuna & Abaasi, 2014; Zimmerman, 2008).

In the SA Navy, emotional stability emerged as the only significant variable among the Big Five personality traits. It demonstrated a small but significant negative relationship with turnover intention, sharing 10% of the variance ($r^2 = .10$). The high mean scores for emotional stability among SA Navy personnel suggest a workforce characterised by resilience and emotional fortitude. Individuals with higher emotional stability manage stress more effectively, maintaining composure and demonstrating a lower propensity to consider leaving. However, limited variability in this trait suggests that while emotional stability plays a crucial role, broader organisational and contextual factors likely substantially influence turnover intentions (Singh et al., 2014). For the SA Navy, emotional stability is key to maintaining workforce stability. The resilience shown by personnel indicates they are well-prepared to handle the pressures of military service, which decreases the immediate risk of turnover due to emotional strain. Nonetheless, the high average scores and limited variability in emotional stability suggest that intentions to leave are more influenced by external elements, such as organisational policies, leadership interactions, and operational stress, rather than by individual personality traits alone. Furthermore, the weak relationships between turnover intention and various personality traits correspond with previous research, indicating that these relationships tend to be either minimal or context-dependent (Altuntaş et al., 2022; Jeswani & Dave, 2013; Singh et al., 2014; Yang et al., 2011). However, management may need to balance traits carefully to ensure that essential attributes, such as conscientiousness, are not overlooked. Placing too much emphasis on extraversion, for instance, could obscure lower levels of conscientiousness, which are closely associated with military job performance (Darr, 2011; Fosse et al., 2015). Adopting a more holistic approach to personality assessments can minimise the risk of prioritising socially dominant characteristics at the expense of attributes critical to discipline, reliability, and operational performance. With these insights in mind, attention turns to the role of career anchors that align individual aspirations with organisational goals, nurturing a more engaged and committed workforce.

The Role of Career Anchors

Career anchors are intrinsic motivators that shape individuals' career trajectories by influencing their professional engagement and decision-making processes (Schein, 1978). These orientations are a foundational framework for analysing organisational commitment and turnover intentions, particularly in structured, high-pressure environments like the SA Navy. Given such institutions' rigid hierarchies and demanding nature, understanding the psychological mechanisms underpinning employees' retention or departure decisions becomes critical (Coetzee & Roythorne-Jacobs, 2012). Career anchors reflect deep-seated self-concepts, encompassing an individual's values, competencies, and career-related needs, which collectively inform their level of organisational commitment. A misalignment between an individual's dominant career anchors and occupational role often precipitates dissatisfaction, diminished engagement, and an increased likelihood of turnover.

The findings of this study highlight the varying impacts of career anchors on organisational commitment and turnover intentions. Specifically, the results indicate that autonomy, entrepreneurial creativity, and lifestyle are the only career anchors with a significant negative relationship with organisational commitment while positively associated with turnover intention. No other traits demonstrated these patterns, reinforcing the distinct influence of these career anchors on retention dynamics.

Autonomy, for instance, exhibited a significant but small negative relationship with organisational commitment ($r^2 = .12$) and a small positive relationship with turnover intention ($r^2 = .10$), sharing 12% and 10% of their variance, respectively. This duality highlights the preference of autonomy-oriented individuals for self-directed work environments, flexible decision-making authority, and reduced reliance on hierarchical structures, which may influence their organisational commitment and turnover intention. The moderate mean scores for autonomy suggest a workforce prioritising independent problem-solving, discretionary task execution, and a desire for minimal micromanagement, reflecting a need for greater professional latitude. This need-based career anchor corresponds to positions demanding substantial self-regulation, autonomous strategic decision-making, and the ability to adapt to complex and unpredictable challenges. Examples include specialised technical operations, research and development, and leadership roles allowing individual freedom and discretion. However, it may pose difficulties in roles that require strict adherence to hierarchical structures, rigid compliance with procedures, and team coordination where individual autonomy is secondary to collective operational objectives, like in tactical frontline units and organised military settings protocols.

Similarly, entrepreneurial creativity exhibited a small significant negative relationship with organisational commitment (r^2 = .05) and a small positive relationship with turnover intention (r^2 = .10), sharing 5% and 10% of their variance, respectively. This duality underscores the tendency of entrepreneurial individuals to prioritise innovation and independence over long-term organisational ties. This duality emphasises how entrepreneurially creative individuals favour dynamic, innovation-focused environments that promote independent thinking, problem-solving, and exploring new ideas and solutions. When such opportunities are constrained, this may reduce organisational commitment while increasing turnover intention. The moderate mean scores for entrepreneurial creativity suggest a workforce prioritising innovation within structured frameworks, balancing creative problem-solving with adherence to established protocols, and reflecting a desire for autonomy without complete detachment from organisational stability. This talent-based career anchor aligns with roles requiring strategic thinking, adaptability, and the ability to develop innovative solutions to operational challenges, such as research and development, strategic planning, and technology-driven roles where creativity is valued within organisational constraints. However, it may present challenges in positions that demand rigid procedural adherence, high conformity to structured directives, and limited scope for creative problem-solving, such as frontline tactical operations, high-risk command roles, and administrative functions requiring strict policy compliance.

Lifestyle introduces an additional perspective in understanding the relationship between career values and organisational outcomes. This anchor exhibited a significant small negative correlation with organisational commitment (r^2 = .11) and a substantial positive correlation with turnover intention (r^2 = .19), sharing 11% and 19% of their variance, respectively. This duality highlights the preference of lifestyle-oriented individuals for career pathways that support work-life balance, personal fulfilment, and the integration of professional responsibilities with non-work priorities. When these needs are unmet, this may reduce organisational commitment while increasing turnover intention. High mean scores for lifestyle suggest a workforce prioritising flexibility in work arrangements, stability in deployment schedules, and the ability to maintain personal and family commitments alongside professional obligations. This need-based career anchor aligns with roles requiring predictable work schedules, lower operational unpredictability, and opportunities for career customisation, such as administrative roles, training and development, and support services that allow for a structured work-life balance. However, it may present challenges in positions that demand high-intensity commitment, prolonged deployments, and unpredictable work hours, such as

frontline military operations, crisis response teams, and roles requiring immediate mobility and availability. Despite these significant findings, specific career anchors, including security, technical functioning, general management, service dedication, and pure challenge, did not demonstrate substantial relationships with organisational commitment or turnover intention. This aligns with prior research by Santos and Coelho (2020) on Portuguese military personnel and Shin (2001) in a naval academic environment, who similarly found no significant relationships for these anchors.

By incorporating the adapted model of Military Turnover, this research addresses a key gap by linking theoretical insights with practical applications specific to the unique socio-structural dimensions of military service. It offered a framework for analysing turnover within military contexts by organising key factors into three interrelated domains. These results highlight the necessity of customised interventions that consider personal differences. The forthcoming section will examine how personality traits alongside career anchors may predict organisational commitment and turnover intention, providing crucial insights for enhancing selection and retention strategies in the SA Navy.

Personality Traits for Selection Strategies

Personality traits serve as key determinants of organisational commitment and turnover intentions, influencing individual job satisfaction and long-term retention. Understanding these traits enables the SA Navy to refine its selection processes, ensuring recruits possess attributes aligned with military values and operational demands.

Personality Traits as Predictors of Organisational Commitment

When organisational commitment was regressed on personality traits, the model was statistically significant, explaining 7% of the variance in organisational commitment ($R^2 = .07$, $p < .05$). However, the lower adjusted coefficient of determination ($\Delta R^2 = .04$) suggests that some of the explained variance may be due to chance rather than meaningful predictors. This underscores the potential value of incorporating additional variables, such as career anchors, to enhance the model's predictive capacity. While meta-analytic research (Choi et al., 2015) consistently demonstrates the influence of personality traits from the Five-Factor model on organisational commitment, none of the personality traits assessed in this study emerged as significant predictors. This discrepancy may reflect the unique structural and cultural dynamics of the SA Navy, where hierarchical and highly regimented environments tend to overshadow individual differences. Similar findings in other military contexts suggest that organisational

factors, such as the military's strict hierarchy and operational demands, influence organisational commitment more than personality traits (Johansen et al., 2014). Consequently, relying solely on personality traits as predictors of organisational commitment may prove insufficient.

Personality Traits as Predictors of Turnover Intention

When turnover intention was regressed on personality traits, the model was statistically significant, explaining 13% of the variance in turnover intention ($R^2 = .13$, $p < .001$). The slightly lower adjusted coefficient of determination ($\Delta R^2 = .10$) suggests that some of the explained variance may be due to chance rather than meaningful predictors. This highlights the importance of incorporating additional variables, such as organisational climate or job satisfaction, to improve the model's predictive power. However, although meta-analytic research consistently emphasises the significant influence of personality traits on turnover decisions (Zimmerman, 2008), this study revealed that only emotional stability and openness to experience emerged as significant predictors.

Emotional stability negatively affected turnover intention, indicating that individuals with higher emotional stability are less likely to consider leaving the organisation. This suggests that emotionally stable personnel may be better equipped to handle workplace stress, adapt to challenges, and maintain resilience in demanding military environments, reducing their likelihood of turnover. This aligns with prior research suggesting low neuroticism (high emotional stability) is associated with lower job dissatisfaction and workplace retention (Coetzee & Schreuder, 2010). Conversely, openness to experience positively affected turnover intention, suggesting that individuals with higher levels of openness were more likely to consider leaving the organisation. This may be attributed to their preference for novelty, exploration, and intellectual stimulation, which could lead to a desire for career mobility or alternative professional opportunities outside of the structured military environment. These findings are consistent with research indicating that highly open individuals seek diverse experiences and may feel constrained in rigid, rule-bound workplaces (Schein, 2016). Given that emotional stability reduces turnover intention, targeted stress-management programs, mental resilience training, and leadership support initiatives could help strengthen this trait among personnel, potentially improving retention. Additionally, individuals who score high on openness may benefit from career enrichment opportunities within the SA Navy, such as cross-functional assignments, overseas deployments, or innovative project-based roles. By offering avenues for intellectual engagement and exploration, the organisation may mitigate turnover risks among highly open individuals while capitalising on their creative potential.

Recommendations for Selection Strategies

The application of personality assessments in military selection is extensively documented in the literature pertaining to military psychology, emphasising their significance in identifying candidates whose personal attributes align with organisational requirements (Bech et al., 2021; Hartmann et al., 2003). These attributes are critical predictors of significant factors such as leadership potential, attrition rates, and overall job satisfaction (Jackson et al., 2012). Subsequently, numerous nations, including Norway (Fosse et al., 2015), Australia (McCormack & Mellor, 2002), and France (Congard et al., 2012), have integrated personality assessments into their military selection protocols. This trend underscores the growing endorsement of personality testing as an essential tool within military contexts. Building on these findings, Sohail et al. (2023) explore the diverse applications of personality assessments, such as identifying psychopathology, predicting training outcomes, and evaluating leadership potential. Sohail and Ahmad (2021) further suggest that specialised personality measures align individual traits with job demands, improving person-job fit and reducing attrition. Organisational literature research shows that personality traits affect organisational commitment and intention to leave (Erdheim et al., 2006; Tsaousoglou et al., 2022).

This study provides a more nuanced perspective, indicating that although personality traits influence outcomes, their impact is neither as consistent nor significant as previously assumed. The non-significant results herein may corroborate the assertion made by Hurtz and Donovan (2000) that personality assessments are more proficient at predicting domains beyond organisational commitment and turnover, particularly in military contexts.

This observation highlights the context-specific utility of personality assessments. For instance, McCormack and Mellor (2002) found that personality traits significantly contributed to leadership effectiveness among commissioned officers in the Australian military. Specifically, extraversion ($r = .12$, $p < .05$), openness to experience ($r = .18$, $p < .05$), and conscientiousness ($r = .07$, $p < .05$) collectively predicted leadership outcomes with a 76% success rate. Similarly, Congard et al. (2022) studied personality traits and subjective work experience fit as predictors of voluntary turnover in the French Navy, identifying conscientiousness ($\beta = .47$, $p < .05$) and neuroticism ($\beta = .50$, $p < .05$) as the strongest predictors of turnover, while openness to experience and agreeableness showed no significant direct relationship with turnover intention. Fosse et al. (2015) examined the impact of personality and self-efficacy on military performance at the Norwegian Defence University, revealing a significant positive relationship between conscientiousness and performance ($r = .39$, $p < .05$), but non-significant relationships with emotional stability ($r = .11$, $p < .05$),

openness to experience (r = .09, p < .05), agreeableness (r = -.01, p < .05), and extraversion (r = .04, p < .05). These inconsistent findings highlight the varied predictive utility of personality traits across military contexts.

Despite these inconsistencies, the findings suggest that while personality testing offers valuable insights into recruits' suitability for specific roles, its effectiveness would be enhanced if combined with other assessment tools. Bekesiene (2023) highlights the importance of personality assessments in recognising traits like leadership potential, resilience, teamwork, adaptability, and integrity, which are vital in military environments. Further, Huijzer et al. (2022) advocate integrating personality assessments with structured interviews to improve candidate evaluations. Darr and Catano (2016) found that structured interviews were the most significant predictor of turnover, accounting for 48% of the predictive weight, surpassing personality traits like emotional stability (27%) and conscientiousness (13%). These findings highlight the superior predictive power of structured interviews over personality assessments in addressing turnover, reinforcing their central role in recruitment processes to improve retention. Therefore, a comprehensive recruitment and selection strategy is vital for improving retention and organisational commitment while reducing turnover intentions. Combining structured interviews with personality assessments could provide the SA Navy with a multidimensional evaluation of recruits, ensuring alignment between individual traits and organisational values. For instance, prioritising traits such as conscientiousness and agreeableness could guide the selection of candidates who align with the organisation's ethos. Developing a holistic evaluation framework that integrates multiple assessment tools will foster a resilient and effective workforce, addressing organisational challenges from the recruitment phase onward.

Career Anchors for Retention Strategies

Career anchors offer a fundamental framework for understanding how intrinsic motivations and professional priorities shape organisational commitment and turnover intentions. These anchors reflect an individual's core values, competencies, and career-related self-concept and influence how employees feel aligned with their organisational roles and long-term career trajectories. Examining career anchors among SA Navy personnel enabled a more nuanced approach to workforce management, facilitating the design of retention strategies that integrate personal career aspirations with institutional goals.

Career Anchors as Predictors of Organisational Commitment

When organisational commitment was regressed on career anchors, the model was statistically significant, explaining 22% of the variance in organisational commitment ($R^2 = .22$, $p < .001$). The slightly lower adjusted coefficient of determination ($\Delta R^2 = .18$) reinforces the consistent role of career anchors as key determinants of organisational commitment, underscoring their substantial influence on individuals' attachment to their organisations. These results emphasise the need for strategic attention to career anchors to boost organisational commitment, especially in settings with distinct structural or cultural dynamics that may necessitate customised approaches.

While meta-analytic research consistently demonstrates the critical influence of career anchors on individual careers (Coetzee et al., 2014), only autonomy and lifestyle anchors emerged as statistically significant predictors of organisational commitment in this study. Specifically, lifestyle integration showed the most substantial negative relationship with organisational commitment, suggesting that individuals who prioritise personal or family commitments may struggle to align with organisational demands, resulting in lower commitment. Autonomy, although significant, displayed a slightly weaker negative relationship with organisational commitment, indicating that individuals valuing independence may face challenges in hierarchical or structured environments, which can reduce attachment to the organisation.

The SA Navy may consider implementing strategies that align career values with operational demands to enhance organisational commitment among personnel with lifestyle and autonomy career anchors. For those prioritising lifestyle integration, adjustments to deployment planning and rotational schedules could help mitigate work-life conflicts. Expanding family support programmes and, where feasible, introducing flexible work arrangements might further support retention. Additionally, strengthening wellness initiatives and mental health resources could assist in reducing stressors that impact commitment.

Incorporating decentralised leadership models may provide greater decision-making opportunities for personnel valuing autonomy, potentially enhancing engagement. Specialised career tracks in intelligence, research, or technical fields could offer the independence these individuals seek. Encouraging entrepreneurship and innovation might support retention by allowing autonomy within structured environments. Increasing access to self-directed learning and, where practical, adopting more flexible command structures could also contribute to sustained organisational commitment.

Career Anchors as Predictors of Turnover Intention

When turnover intention was regressed on career anchors, the model was statistically significant, explaining 27% of the variance in turnover intention ($R^2 = .27$, $p < .001$). The lower adjusted coefficient of determination ($\Delta R^2 = .23$) suggests that some of the explained variance may be due to chance rather than meaningful predictors. This underscores the importance of strategically addressing career anchors, ensuring alignment between employees' career priorities and organisational practices to mitigate turnover intention and enhance retention.

The analysis revealed that lifestyle integration exhibited the most substantial positive relationship with turnover intention, indicating that individuals prioritising work-life balance are more likely to consider leaving the organisation. This is particularly relevant when work demands, such as extended deployments or long hours, conflict with personal or family commitments. In contrast, the pure challenge career anchor showed a significant negative relationship with turnover intention, suggesting that individuals motivated by engaging, demanding tasks and the opportunity to overcome challenges are less likely to leave the organisation. These individuals are more committed when they perceive their roles as fulfilling and intellectually stimulating.

The SA Navy may explore targeted retention strategies to address turnover intention linked to career anchors. For individuals with a lifestyle career anchor, adjustments to deployment structures and enhanced predictability in work schedules could assist in managing work-life integration. Where possible, strengthening family support systems and offering alternative career pathways with shore-based roles might help reduce turnover intention. For personnel with a pure challenge career anchor, creating opportunities for intellectually stimulating roles could contribute to retention. Assignments that emphasise problem-solving, strategic decision-making, and professional development may sustain engagement. Leadership interventions prioritising mentorship and career progression, particularly those involving complex operational challenges, might further support commitment. By aligning career structures with these career anchors, the SA Navy could enhance personnel retention while maintaining operational effectiveness.

Recommendations for Retention Strategies

This research shed light on the difficulties encountered by the SA Navy while reflecting global patterns in military personnel retention. For instance, Ruben (2018) observed that the Namibian Defence Force had high turnover rates due to a lack of formal retention policies and ineffective career development initiatives. Significant factors driving attrition included

dissatisfaction, limited opportunities for advancement, misaligned qualifications, and insufficient personal and professional support. Additionally, the British military faced a notable shortage of 8,200 personnel across 102 specific roles as of January 2018 (Grigorov, 2020). This issue is intensified by shifts in societal values as younger generations increasingly prioritise diversity, autonomy, and flexible employment. In response to these trends, the British Ministry of Defence has launched initiatives that permit part-time and remote work for up to 35 days each year. These changes especially support staff managing family duties, potentially boosting job satisfaction and improving operations performance.

In addressing comparable obstacles, various military organisations have adopted customised retention strategies to bolster organisational commitment and reduce turnover. As highlighted by Sminchise (2016), effective strategies often involve acknowledging and accommodating the changing preferences of military personnel. It is crucial to understand that members of the armed forces are evolving individuals whose goals and behaviours shift throughout their careers. For example, junior service members may initially seek operational deployments but may later prioritise stability and family time, especially following significant life events like marriage. Many military organisations have successfully implemented strategies that align personnel assignments with individual preferences by addressing these changing needs, thereby lowering turnover rates.

An illustrative case is in Romania, where military personnel are voluntarily selected during peace but assigned based on organisational requirements in wartime. This system effectively balances individual interests and institutional needs. Likewise, the Canadian Armed Forces (CAF) have focused on aligning personnel interests with suitable roles. As reported by the Canadian Department of National Defence (2022), the CAF's retention strategy aims to match the skills and interests of personnel with appropriate positions, integrating supportive career management practices that tackle professional challenges and facilitate career goal achievement. Through these efforts, Romania and the CAF illustrate how aligning organisational objectives with individual aspirations, such as work-life balance, can promote retention.

Research from Kerdpitak and Jermsittiparsert (2020) and Ahmad-Saufi et al. (2023b) highlight the importance of work-life balance and how it affects turnover rates. Findings from South Africa indicate that lifestyle anchors significantly impact turnover intentions. Coetzee and Baker (2015) discovered that failing to meet lifestyle needs can considerably increase attrition, even among committed employees. This concern is especially pertinent in naval environments, where insufficient assistance for personal and family needs frequently results in

staff leaving. In contrast, providing stimulating and challenging work can reduce turnover intentions by enhancing engagement and supporting career growth. Recognising the common variances among career anchors will enhance personnel management strategies. Therefore, this assessment will evaluate each career anchor using the principles outlined by Coetzee and Schreuder (2010). It will examine their relationship with organisational commitment and turnover intentions, particularly in relation to workplace alignment within the SA Navy.

Autonomy. Personnel with an autonomy-oriented career anchor excel in roles that provide discretion and flexibility, thriving in mission-driven tasks where they can control their methods and timelines. However, military environments' hierarchical and highly regulated nature may not always align with their career preferences, potentially influencing their commitment levels. Coetzee and Schreuder (2010) note that individuals with a strong preference for autonomy tend to resist roles that limit their independence, which may be associated with lower organisational commitment or a higher likelihood of considering career alternatives. Within the SA Navy, these individuals could be better engaged by strategically assigning them roles emphasising operational discretion. Independent operational tasks, project-driven initiatives, or leadership positions in small, specialised units align with their need for autonomy by allowing greater decision-making authority with minimal oversight. Additionally, autonomy-driven personnel may respond well to merit-based incentives, including recognition for performance through structured rewards such as bonuses, medals, and formal commendations. Schein (1996) highlights that their self-reliance and adaptability make them well-suited for leadership roles in flexible and innovative military operations.

Security. Personnel anchored in security prioritise stability, predictability, and continuity in their careers. Within the SA Navy, these individuals may prefer roles that offer structured career paths, incremental salary adjustments, and long-term stability. Coetzee and Schreuder (2010) observe that employees with strong security anchors adhere closely to organisational norms in exchange for consistent pay and career progression. The SA Navy could implement structured career development pathways to support personnel with this career anchor, ensuring clear promotional frameworks and financial stability. Formal recognition systems may enhance commitment, including service awards and loyalty commendations. While the dynamic nature of military service may occasionally present challenges for security-driven individuals, these concerns may be mitigated through specialised training and clearly defined roles that align with their preference for stability.

Technical-Functional Competence. The pursuit of specialised expertise drives personnel with a technical-functional career anchor. Within the SA Navy, these individuals thrive in roles requiring advanced technical skills, such as engineering, navigation, or information technology. They prioritise continuous skill development over traditional rank-based promotions. Coetzee and Schreuder (2010) suggest that individuals with this anchor perform optimally when their technical expertise is recognised and nurtured. To sustain engagement, the SA Navy could implement ongoing training programmes, professional certification opportunities, and tailored development resources to enhance technical proficiency. Structured career pathways enabling progression within technical domains instead of moving into managerial roles may better align with their career aspirations. Schein (2016) highlights that technical experts are increasingly vital in addressing complex operational challenges, reinforcing the need for continuous organisational investment in their professional growth.

General Managerial Competence. Personnel with a general managerial career anchor are motivated by leadership roles that involve coordinating and directing others. These individuals prioritise career progression, performance-based incentives, and financial rewards (Brousseau, 1990). Coetzee and Schreuder (2010) highlight that success in managerial roles requires a combination of analytical, interpersonal, and emotional competencies. These individuals will likely excel in command roles within the SA Navy, particularly in strategic planning and leadership. Supporting their development through leadership training programmes, mentorship opportunities, and team management assignments could enhance their organisational commitment. Schein (2016) emphasises that modern leadership structures are becoming more dynamic, suggesting opportunities for managerial competence-oriented personnel to engage in leadership across evolving organisational contexts.

Service Dedication. Personnel anchored in service dedication are driven by a commitment to meaningful and socially impactful causes, such as humanitarian aid, environmental sustainability, and disaster relief. Coetzee and Schreuder (2010) note that these individuals prioritise purpose over financial incentives, actively seeking roles that align with their values. To reinforce their commitment, the SA Navy could highlight the societal contributions of its operations, offering personnel opportunities to participate in community engagement, disaster relief efforts, and social advocacy programmes. Public commendations and career pathways acknowledging their service orientation may enhance job satisfaction.

Pure Challenge. Personnel with a pure challenge career anchor are motivated by solving complex problems and overcoming high-stakes challenges. These individuals may thrive in crisis management, special operations, and advanced problem-solving roles within the SA Navy. Coetzee and Schreuder (2010) suggest that challenge-driven personnel prioritise intellectually demanding work and may find routine managerial positions less appealing unless they offer continuous problem-solving opportunities. To maximise engagement, the SA Navy could assign these individuals to high-responsibility roles that demand resilience, adaptability, and rapid decision-making. Recognition through achievement-based rewards may further reinforce their commitment. Schein (2016) highlights that challenge-anchored individuals play a critical role in military effectiveness, particularly in complex operational environments.

Lifestyle Integration. Personnel with a lifestyle career anchor strongly emphasise balancing professional responsibilities with personal and family commitments. Coetzee and Schreuder (2010) suggest that individuals with this orientation avoid roles involving frequent travel, relocation, or unpredictable schedules, instead preferring positions that allow for more excellent stability and alignment with their broader life aspirations. Within the SA Navy, this preference may manifest in a greater demand for shore-based assignments, structured schedules, and roles that accommodate family commitments. Lifestyle-oriented personnel may experience reduced organisational commitment if work demands conflict with their priorities, potentially increasing turnover intention. To better support personnel with strong lifestyle anchors, the SA Navy could explore initiatives that promote work-life balance, such as geographic stability, flexible scheduling options, and family-supportive policies. Implementing sabbaticals, parental leave, and access to childcare services could enhance retention by reducing work-life conflicts. Family-related benefits, such as family travel and daycare facilities provisions, may reinforce organisational commitment.

Ultimately, these strategies may play a crucial role in retaining skilled personnel, sustaining operational readiness, and potentially reducing recruitment costs. Naval organisations could cultivate a more committed workforce and support long-term operational effectiveness by incorporating flexibility where feasible and enhancing career development opportunities.

Limitations of the Study

This study provides valuable insights regarding the interrelationships among personality traits, career anchors, organisational commitment, and turnover intention within the SA Navy. However, it is imperative to acknowledge several limitations inherent to this investigation. The constraints outlined by Price et al. (2016), Saunders et al. (2019), Sekaran and Bougie (2016), and Tabachnick et al. (2019) cover methodological, conceptual, and practical aspects, defining the research scope of this study.

Methodologically, the study employed a quantitative, cross-sectional research design, which limits the ability to establish causal relationships between variables. The findings illustrated associations rather than direct causal linkages, meaning that unexamined extraneous variables may influence observed relationships. The reliance on self-reported survey data introduces potential biases, such as social desirability bias and standard method variance. Participants may have provided responses aligning with socially accepted norms rather than accurately reflecting their true sentiments. In military settings, where hierarchical authority structures are pervasive, personnel may also feel compelled to respond in ways that align with perceived expectations rather than personal views. Sampling constraints also affected generalisability. The study exclusively focused on active-duty SA Navy personnel, excluding other branches of the SANDF, civilian employees, and veterans. Although this targeted approach ensures relevance within the naval context, findings may not fully capture turnover dynamics across broader military environments or hierarchical structures. Moreover, given the voluntary participation in survey completion, self-selection bias may have resulted in a sample that disproportionately reflects individuals with specific personality traits or career orientations, thereby limiting representativeness.

Conceptual limitations within the study applied the Big Five personality framework and Schein's career anchors to a military population; however, these models were initially developed for a civilian context. While the adapted model of Military Turnover accounts for dispositional and motivational factors unique to uniformed personnel, it remains necessary to further refine these frameworks by incorporating military-specific constructs. Furthermore, the study conceptualises organisational commitment as a dependent variable, deviating from models that position it as a mediator between dispositional traits and turnover intention. While this approach provides valuable predictive insights, it does not fully capture reciprocal influences, such as how organisational commitment may evolve in response to environmental stressors, leadership styles, or operational demands.

The practical limitations of the study's insights are based on the operational realities of the SA Navy; however, external economic and geopolitical factors are not explicitly examined. Broader socio-political dynamics, including budget constraints, shifting defence policies, and alternative career opportunities in the civilian sector, influence military retention. While the study identifies financial constraints as a contextual factor in SA Navy turnover, the economic pull of private-sector employment is not formally integrated into the analysis. Additionally, the study does not account for psychosocial stressors unique to military environments, such as deployment trauma, operational fatigue, or combat exposure, which may significantly influence turnover intention. The omission of these variables may limit the depth of psychological insights derived from the study. Despite these limitations, this study contributes significantly to understanding the interplay between personality traits, career anchors, organisational commitment, and turnover intention within the SA Navy.

Recommendations for Future Research

In light of the findings from this study and acknowledging the identified limitations, it is essential to explore several areas that warrant further investigation to enhance understanding and improve practical outcomes within the military context. Regarding methodological advancements, future studies could employ a longitudinal research design to track changes in organisational commitment and turnover intention over time. This approach would allow for a more precise determination of causal relationships and provide insights into the stability or evolution of psychological and organisational factors influencing retention. A mixed-method approach combining quantitative surveys with qualitative interviews and case studies should be considered to strengthen methodological rigour. While quantitative methods establish statistical relationships, qualitative insights can illuminate the lived experiences of uniformed personnel, offering a more nuanced understanding of the factors shaping retention and attrition. Expanding the research sample to include other SANDF branches, such as the Army or Air Force, could provide comparative insights into retention trends across military structures. Additionally, incorporating civilian defence employees into the analysis may reveal distinctions between uniformed and non-uniformed personnel regarding career anchors and turnover intention. Research could also explore broader demographic variables, including age, gender, rank, and tenure, to assess their influence on the relationships identified. Such analysis may reveal how demographic diversity affects the predictive power of personality traits and career anchors on organisational outcomes, offering insights for tailoring retention strategies.

For theoretical refinements, further research could refine existing career and retention models by integrating military-specific career anchors that account for hierarchical structures, deployment cycles, and role-specific demands. Current civilian-based frameworks may not fully capture the unique career trajectories of military personnel. Developing contextually adapted career models could enhance the predictive validity of turnover intention frameworks. Moreover, future research could incorporate psychosocial resilience factors, such as stress exposure, mental health, and coping mechanisms, to understand their moderating effects on organisational commitment and retention. Military personnel often experience unique occupational stressors, including combat exposure and prolonged separations, which may influence their long-term career decisions. Given the relevance of organisational commitment in military workforce stability, future studies should consider its role as a mediating variable within the military turnover model. As organisational commitment encapsulates affective alignment and continued service intentions, its mediating role could clarify how personality traits and career anchors influence turnover decisions. Integrating organisational commitment as a mediator may also provide a more nuanced understanding of whether retention outcomes stem from intrinsic alignment, external constraints, or a combination of both. Moreover, it is crucial to critically examine the broader impact of lifestyle factors within the SA Navy. The findings of this study suggest that lifestyle considerations significantly influence career decisions, affecting long-term retention and professional engagement. A deeper exploration of these lifestyle factors could yield significant insights into how work-life balance, family commitments, and mobility requirements affect turnover intentions.

Regarding contextual and practical considerations, examining the influence of external economic and geopolitical factors on turnover intention would provide a broader perspective on workforce retention. Future research could explore how economic downturns, alternative employment opportunities in the private sector, and national defence policies impact military career decisions. Evaluating intervention-based strategies is essential for assessing the effectiveness of tailored career development programmes, mentorship initiatives, and work-life balance interventions. These strategies could strengthen organisational commitment and reduce turnover intentions. Additionally, validating personality assessments, such as the Big Five Inventory, could improve recruitment and career management selection protocols, ensuring that recruits' attributes align with organisational demands. Finally, comparative research in cross-cultural military studies could provide valuable insights into whether the findings from the SA Navy align with global military retention trends.

Conclusion

The SANDF is currently facing an escalating financial crisis that adversely affects operational readiness, accelerates institutional decline, undermines critical infrastructure, and jeopardises the safety of its personnel. These systemic challenges have contributed to growing disillusionment among members, resulting in increased voluntary attrition and compounding organisational instability. In response, this study investigated the extent to which personality traits and career anchors relate to organisational commitment and turnover intention among uniformed personnel in the SA Navy.

Anchored in the adapted model of Military Turnover, this study addressed a critical gap by integrating theoretical discourse with practical applications contextualised within the unique socio-structural realities of military service. This framework offered a structured lens for analysing the key factors influencing turnover in a military context by categorising contributing factors into three interconnected domains.

Directly influencing turnover decisions, the proximal factor revealed that turnover intention within the SA Navy remains moderate. This indicates that personnel are uncertain regarding their commitment, making them receptive to strategic interventions. Given this pivotal stage, targeted retention measures could effectively tip the balance towards organisational stability. Achieving this requires leveraging intermediate factors, which capture the interaction between long-term influences and immediate turnover predictors. The substantial negative relationship between organisational commitment and turnover intention highlights the necessity of fostering stronger identification and engagement within the organisation. Therefore, enhancing organisational commitment is imperative for addressing turnover intentions and alleviating voluntary attrition.

Distal factors, such as personality traits and career anchors, further shape these dynamics, influencing turnover behaviours over time. Evaluating personality traits represents a strategic approach to managing psychological contracts by elucidating how well the characteristics of recruits align with organisational culture, thereby establishing realistic expectations. Extraversion, agreeableness, and emotional stability have demonstrated notable positive relationships with organisational commitment, whereas only emotional stability demonstrated a significant negative relationship with turnover intention. These findings underscore the importance of aligning extraverted individuals with roles that utilise their interpersonal strengths while providing sufficient support for tasks that require prolonged introspection and independent thought.

Moreover, striking a balance between agreeableness and practical leadership skills is crucial for fostering collaborative team dynamics and effective command execution in operational settings. Although emotional stability enhances resilience, it should be paired with adequate emotional intelligence to nurture effective leadership, support, and interpersonal relationships within the organisation. Furthermore, while emotional stability may reduce turnover risk, proactive organisational strategies, including career development initiatives and well-being programs, are vital to address potential dissatisfaction before it leads to resignations.

This study further elucidated the relationship between career anchors, organisational commitment, and turnover intention. It revealed that autonomy, entrepreneurial creativity, and lifestyle were the only anchors significantly associated with decreased organisational commitment and heightened turnover intention. The lack of similar trends in other attributes highlights the distinct impact of career anchors on retention dynamics. Consequently, it seems crucial to balance the need for autonomy within structured military settings by introducing role-specific flexibility, participatory leadership models, and career trajectories that promote independence without compromising organisational unity and operational discipline. Integrating innovative career pathways into the organisational structure could enable personnel with entrepreneurial creativity to engage in entrepreneurial projects, problem-solving teams, and leadership roles that harness their innovative potential while meeting military operational needs. Organisations may find value in strategies that recognise lifestyle-oriented career priorities, such as flexible career paths, rotational assignments, and supportive policies that foster work-life balance while ensuring operational efficiency.

The study further investigated the ways in which personality traits and career anchors may predict organisational commitment and turnover intention, thereby delivering significant insights to improve selection and retention strategies within the SA Navy. This study indicated that although personality traits influence outcomes, their impact is neither as consistent nor as significant as previously assumed. The findings suggest that while personality testing offers valuable insights into recruits' suitability for specific roles, only emotional stability negatively affected turnover intention, indicating that individuals with higher emotional stability were less likely to consider leaving the organisation; conversely, openness to experience significantly positively affected turnover intention, suggesting that individuals with higher levels of openness were more likely to consider leaving the organisation. Thus, developing a holistic evaluation framework that integrates multiple assessment tools will foster a resilient and effective workforce, addressing organisational challenges from the recruitment phase onward. Combining structured interviews with personality assessments could provide the SA Navy with

a multidimensional evaluation of recruits, ensuring alignment between individual traits and organisational values. Additionally, autonomy, entrepreneurial creativity, and lifestyle anchors significantly influence organisational commitment and turnover intentions. To enhance retention strategies, integrating lifestyle considerations may necessitate revising deployment planning and schedules to reduce work-life conflicts. Expanding family support programmes and introducing flexible work arrangements could further improve retention. Enhancing wellness and mental health resources can help alleviate stressors that impact commitment. For those prioritising lifestyle career anchors, refining deployment structures and increasing schedule predictability may assist in achieving work-life integration. Fortifying family support systems and offering alternative pathways, such as shore-based roles, may help diminish turnover intentions. Decentralising leadership can bolster decision-making authority for those who value autonomy, thereby boosting engagement. Specialist tracks in intelligence, research, or technical fields can satisfy the desire for independence. Encouraging entrepreneurship and innovation within structured environments supports retention through autonomy. Enhancing access to self-directed learning and adopting flexible command structures underpins organisational commitment. For challenge-oriented career anchors, intellectually stimulating roles are key to retention. Assignments that emphasise problem-solving, strategic decisions, and professional development foster engagement. Leadership initiatives that focus on mentorship and growth involving complex challenges deepen commitment. Aligning pathways with these career anchors could enhance personnel retention while ensuring operational effectiveness.

This study has provided valuable insights into various interrelationships but has also noted several limitations and suggested directions for future research. Methodologically, the cross-sectional, quantitative design restricts causal inference, while self-reported survey data introduces biases, particularly in hierarchical military settings. Sampling constraints limit generalisability, as the study focuses solely on active-duty SA Navy personnel, excluding other SANDF branches and civilian employees. Conceptually, applying civilian-based personality and career models to a military context presents challenges, and organisational commitment is treated as a dependent variable rather than a mediator, limiting insight into its reciprocal influence. Broader socio-economic factors, such as defence policies and private-sector employment opportunities, remain unexamined, as do unique military stressors like deployment trauma and operational fatigue.

Subsequently, future research could adopt longitudinal designs to assess changes in organisational commitment and turnover intention over time, alongside mixed-method approaches that integrate qualitative insights. Expanding the sample to other SANDF branches and demographic groups could enhance generalisability. Military-specific career anchors could be developed to reflect hierarchical structures and operational demands, while further research could explore organisational commitment as a mediating factor. Additionally, integrating psychosocial resilience variables and examining external economic influences would deepen the understanding of military retention. Comparative studies with international armed forces could further contextualise SA Navy turnover trends within global retention frameworks.

In conclusion, this study demonstrated that prioritising individual differences and effectively addressing turnover intention within the SA Navy necessitates a cohesive and evidence-based approach to personnel management. Given the evolving demands of military service, adaptive leadership and sustained investment in human capital remain essential for cultivating engagement and reinforcing a sense of value among personnel. Enhancing organisational commitment, optimising selection and retention strategies, and aligning career development initiatives with both individual aspirations and operational imperatives are critical to maintaining workforce continuity. Ultimately, these efforts serve to strengthen the SA Navy's capacity to fulfil its constitutional mandate to defend and protect the Republic, its territorial integrity, and its people.

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Appendix A

Participant Recruitment Poster

Appendix B

Online Questionnaire

Due to copyright protections, reproducing any question items is prohibited. Failure to comply may result in financial liability.

The total questionnaire consists of 4 sections:

- Section 1: Demographic Information
- Section 2: Turnover Intention Scale
- Section 3: Career Orientations Inventory
- Section 4: Big Five Inventory
- Section 5: Organisational Commitment Questionnaire

Read the instructions before answering each section's questions, as instructions may differ. For each question/statement, select only the appropriate box/number that is most applicable to you. Please take your time to read through each question carefully and be honest in your answer. There is not "right" or "wrong" answers, just what is true for YOU. This questionnaire will take you approximately 45 minutes to complete. Avoid extreme ratings except in situations in which you clearly have strong feelings in one direction or the other.

Finally, we would like to assure you that participating in this research poses minimal risks, namely the inconvenience of dedicating your time to answer the questions, and the possibility of feeling distressed as you recall stressful work situations. Should you experience any anxiety or discomfort during or after the survey, a military psychologist at 2 Military Hospital Psychiatry Department at +27 21 799 6911 can provide assistance. Additionally, you can also contact the 24-hour hotline for the South African Depression and Anxiety Group (SADAG) at 0800 567 567 for further support.

* I confirm that I have read and understood the information provided for the current study.
* I agree to take part in this survey.
* I am currently a serving uniformed member within the SA Navy.
* I acknowledge that this survey is completely anonymous.

Section 1 - Demographic Information

The information contained in this section will only be used for a general description of the sample in this research. You may tick the box "prefer not to answer" if you do not feel comfortable providing this information.

Please select the most appropriate answer

Gender

- Male
- Female
- Other. Please specify: _____
- Prefer not to answer
- A-gender (no gender identity)

Rank Group

- Junior Rating
- Senior Rating
- Warrant Officer
- Junior Officer
- Senior Officer

Years of Service

- Entry Phase
- Early Career
- Mid Career
- Experienced

Unit Type

- Land Based
- Ship Based

Qualification Level

- Matriculation
- Entry Tertiary
- Undergraduate
- Postgraduate

Section 2 - Big Five Inventory

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

Disagree strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly
1	2	3	4	5

I see myself as someone who…

1. Is talkative
2. *Tends to find fault with others* *
3. Does a thorough job
4. Is depressed, blue
5. Is original, comes up with new ideas
6. *Is reserved* *
7. Is helpful and unselfish with others
8. *Can be somewhat careless* *
9. *Is relaxed, handles stress well* *
10. Is curious about many different things
11. Is full of energy
12. *Starts quarrels with others* *
13. Is a reliable worker
14. Can be tense
15. Is ingenious, a deep thinker
16. Generates a lot of enthusiasm
17. Has a forgiving nature
18. *Tends to be disorganised* *
19. Worries a lot
20. Has an active imagination
21. *Tends to be quiet* *
22. Is generally trusting
23. *Tends to be lazy* *
24. *Is emotionally stable, not easily upset* *
25. Is inventive
26. Has an assertive personality
27. *Can be cold and aloof* *
28. Perseveres until the task is finished
29. Can be moody
30. Values artistic, aesthetic experiences
31. *Is sometimes shy, inhibited* *
32. Is considerate and kind to almost everyone
33. Does things efficiently
34. *Remains calm in tense situations* *
35. *Prefers work that is routine* *
36. Is outgoing, sociable
37. *Is sometimes rude to others* *
38. Makes plans and follows through with them
39. Gets nervous easily
40. Likes to reflect, play with ideas
41. *Has few artistic interests* *
42. Likes to cooperate with others
43. *Is easily distracted* *
44. Is sophisticated in art, music, or literature

* *Italicisation was added post hoc for clarity, indicating reverse-scored items.*

Section 3 - Career Orientations Inventory

The purpose of this questionnaire is to stimulate your thoughts about your own areas of competence, motives, and values. For each of the 40 items, rate how true each item is for you by assigning a number from 1 to 5. The higher the number, the more that item is true for you.

Never true of me	Usually not true of me	Somewhat true of me	Usually true of me	Always true of me
1	2	3	4	5

Please select the most appropriate answer.

1. I dream of being so good at what I do that my expert advice will be sought continually
2. I am most fulfilled in my work when I have been able to integrate and manage the efforts of others
3. I dream of having career that will allow me the freedom to do a job my own way and on my own schedule
4. Security and stability are more important to me than freedom and autonomy
5. I am always on the lookout for ideas that would permit me to start my own enterprise
6. I will feel successful in my career only if I have a feeling of having made a real contribution to the welfare of society
7. I dream of a career in which I can solve problems or win out in situations that are extremely challenging
8. I would rather leave my organisation than to be put in a job that would compromise my ability to pursue personal and family concerns
9. I will feel successful in my career only if I can develop technical or functional skills to a very high level competence
10. I dream of being in charge of a complex organisation and making decisions that affect many people
11. I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures
12. I would rather leave my organisation altogether than accept an assignment that would jeopardise my security in that organisation
13. Building my own business is more important to me than achieving a high-level managerial position in someone else's organisation
14. I am most fulfilled in my career when I have been able to use my talents in the service of others
15. I will feel successful in my career only if I face and overcome very difficult challenges
16. I dream of a career that will permit me to integrate my personal, family, and work needs
17. Becoming a senior functional manager in my area of expertise is more attractive to me than becoming a general manager
18. I will feel successful in my career only if I become a general manager in some organisation

19. I will feel successful in my career only if I achieve complete autonomy and freedom
20. I seek jobs in organisations that will give me a sense of security and stability
21. I am most fulfilled in my career when I have been able to build something that is entirely the result of my own ideas and efforts
22. Using my skills to make the world a better place to live and work is more important to me than achieving a high-level managerial position
23. I have been most fulfilled in my career when I have solved seemingly unsolvable problems or won out over seemingly impossible odds
24. I feel successful in life only if I have been able to balance my personal, family, and career requirements
25. I would rather leave my organisation than accept a rotational assignments that would take me out of my area of expertise
26. Becoming a general manager is more attractive to me than becoming a senior functional manager in my current area of expertise
27. The chance to do a job my own way, free of rules and constraints, is more important to me than security
28. I am most fulfilled in my work when I feel that I have complete financial and employment security
29. I will feel successful in my career only if I succeed in creating or building something that is entirely my own product or idea
30. I dream of having a career that makes a real contribution to humanity and society
31. I seek out work opportunities that strongly challenge my problem solving and/or competitive skills
32. Balancing the demands of personal and professional life is more important to me than achieving a high-level managerial position
33. I am most fulfilled in my work when I have been able to use my special skills and talents
34. I would rather leave my organisation than accept a job that would take me away from the general managerial track
35. I would rather leave my organisation than accept a job that would reduce my autonomy and freedom
36. I dream of having a career that will allow me to feel a sense of security and stability
37. I dream of starting up and building my own business
38. I would rather leave my organisation than accept an assignment that would undermine my ability to be of service to others
39. Working on problems that are almost unsolvable is more important to me than achieving a high-level managerial position
40. I have always sought out work opportunities that minimise interference with personal or family concerns

Section 4 - Organisational Commitment Scale

Here are several statements regarding your commitment to your organisation. For each statement, please indicate the extent to which you agree or disagree by writing a number next to it. Your responses will help us understand different aspects of organisational commitment.

Disagree strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly
1	2	3	4	5

Please select the most appropriate answer.

1. I would be very happy to spend the rest of my career with this organisation.
2. I really feel as if this organisation's problems are my own.
3. *I do not feel a strong sense of "belonging" to my organisation.* *
4. *I do not feel "emotionally attached" to this organisation.* *
5. *I do not feel like "part of the family" at my organisation.* *
6. This organisation has a great deal of personal meaning for me.
7. Right now, staying with my organisation is a matter of necessity as much as desire.
8. It would be very hard for me to leave my organisation right now, even if I wanted to.
9. Too much of my life would be disrupted if I decided I wanted to leave my organisation now.
10. I feel that I have too few options to consider leaving this organisation.
11. If I had not already put so much of myself into this organisation, I might consider working elsewhere.
12. One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives
13. *I do not feel any obligation to remain with my current employer.* *
14. Even if it were to my advantage, I do not feel it would be right to leave my organisation now.
15. I would feel guilty if I left my organisation now.
16. This organisation deserves my loyalty.
17. I would not leave my organisation right now because I have a sense of obligation to the people in it.
18. I owe a great deal to my organisation.

* *Italicisation was added post hoc for clarity, indicating reverse-scored items.*

Section 5 - Turnover Intention Scale

This section of the questionnaire contains questions related to your intent to leave your current position. Respond to the 6 questions by selecting the option from the scale that you feel most accurately represents your level of agreement to the statement.

Never	Rarely	Sometimes	Often	Always
1	2	3	4	5

Please select the most appropriate answer.

1. How often do you dream about getting another job that will better suit your personal needs?
2. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
3. How often have you considered leaving your job?
4. How likely are you to accept another job at the same compensation level should it be offered to you?
5. *To what extent is your current job satisfying your personal needs?* *
6. *How often do you look forward to another day at work?* *

* *Italicisation was added post hoc for clarity, indicating reverse-scored items.*

Appendix C

Authority Letter

RESTRICTED 1

defence intelligence
Department:
Defence
REPUBLIC OF SOUTH AFRICA

DI/R/202/3/7

Telephone: 012 315 0502
Mobile: 063 693 7336
Facsimile: 012 346 3246
Email am.vanvuuren@di.mil.za
Enquiries: Maj A.M. van Vuuren

Department of Defence
Defence Intelligence Division HQ
Private Bag X367
Pretoria
0001
20 June 2024

AUTHORITY TO CONDUCT RESEARCH WITHIN THE DEPARTMENT OF DEFENCE (DOD): 05002803MC CPO J.A. GROENEWALD

1. Receipt of request letter SBG/R/103/2/3/05002803MC dated 21 May 24 to conduct research within the DOD is hereby acknowledged.

2. Security Clearance Status:

   a. MZ Number: 000517882

   b. Confidential Clearance Issued on 20240327 Expiring on 20340327.

3. Permission is hereby granted from a security perspective for 05002803MC CPO J.A. Groenewald to conduct research within the DOD on a topic entitled **"Exploring whether Career Anchors, Personality and Organisational Commitment Predicts Turnover Intention of Officers within the South African National Defence Force"** as a requirement for the fulfillment of a Master of Industrial and Organisational Psychology degree at the University of Cape Town.

4. After completion of the research, the final research product must be forwarded to Defence Intelligence Division (DI), Sub-Division Counter Intelligence (SDCI).

5. Approval is granted on condition that there is strict adherence to inter alia DODI 22/99 "Disclosure of Defence Information" and Section 104 of the Defence Act (Act 42 of 2000) pertaining to protection of DOD Classified Information and the consequences of non-compliance.

AUTHORITY TO CONDUCT RESEARCH WITHIN THE DEPARTMENT OF DEFENCE (DOD): 05002803MC CPO J.A. GROENEWALD

6. For your attention.

(M.E. PHENDANI)
CHIEF DIRECTOR COUNTER INTELLIGENCE: MAJ GEN

DISTR

For Action

SAS Simonsberg (Attention: Capt CPO J.A. Groenewald)

For Info

CDI

Internal

File: DI/R/202/3/7

Appendix D

Ethical Approval Letter

INTER-FACULTY HUMAN RESEARCH ETHICS COMMITTEE (IFHREC)
Serviced by the Office of Research Integrity
Allan Cormack House
2 Rhodes Avenue (Cnr. Rhodes Ave. and Main Road)
Mowbray 7700, South Africa
E-mail: ifhrec.enquiries@uct.ac.za
Internet: https://uct.ac.za/research-support-hub/inter-faculty-research-ethics-committee-if-rec

IFHREC REF: COM/01058/2024

Johan Groenewald

GRNJOH034@myuct.ac.za

Dear Johan Groenewald
PROJECT TITLE: Exploring whether Career Anchors, Personality and Organisational Commitment Predict Turnover Intention of Officers in the South African National Defence Force

We appreciate the submission of your study to the UCT Inter-Faculty Human Research Ethics Committee (IFHREC) for review and approval.

We are pleased to announce that the IFHREC has formally approved the aforementioned study.
Approval is only granted for one year and expires on 2025/06/30.
Applications for renewal must be made prior to the expiration date, and any research conducted while renewals are being processed must conform to the approved research protocols.

Progress reports and/or close-out reports are required as specified in our Standard Operating Procedures, available on our website: https://uct.ac.za/research-support-hub/inter-faculty-research-ethics-committee-if-rec

* Ethics approval granted through 30 June 2025
* Study must comply with all requirements imposed by the host organisation.

Kindly be aware that for all studies approved by the IFHREC, the principal investigator must acquire suitable institutional authorisation, if required, prior to conducting the research. The procedure for requesting access to UCT staff and students, or their data, is available here:
https://uct.ac.za/research-support-hub/integrity/accessing-uct-staff-or-students-research-population

Additionally, please note that the principal investigator bears the ongoing responsibility for the ethical conduct of study, and that this approval extends only to the named investigators conducting the study.

Please quote the IFHREC REF in all your correspondence.

Yours sincerely

MR JACQUES ROUSSEAU
CHAIRPERSON,
UCT INTER-FACULTY HUMAN RESEARCH ETHICS COMMITTEE

Appendix E

Univariate Statistical Analysis

The statistical analysis aimed to assess the distributional characteristics and identify any potential deviations from normality across all variables. A combination of visual and numerical methods was employed to ensure a comprehensive evaluation. Outlier detection was conducted through visual inspection using box plots and numerical assessment via z-scores. Subsequently, adjustments, such as Winsorizing extreme outliers, were implemented to maintain data integrity and reduce the impact of undue variability.

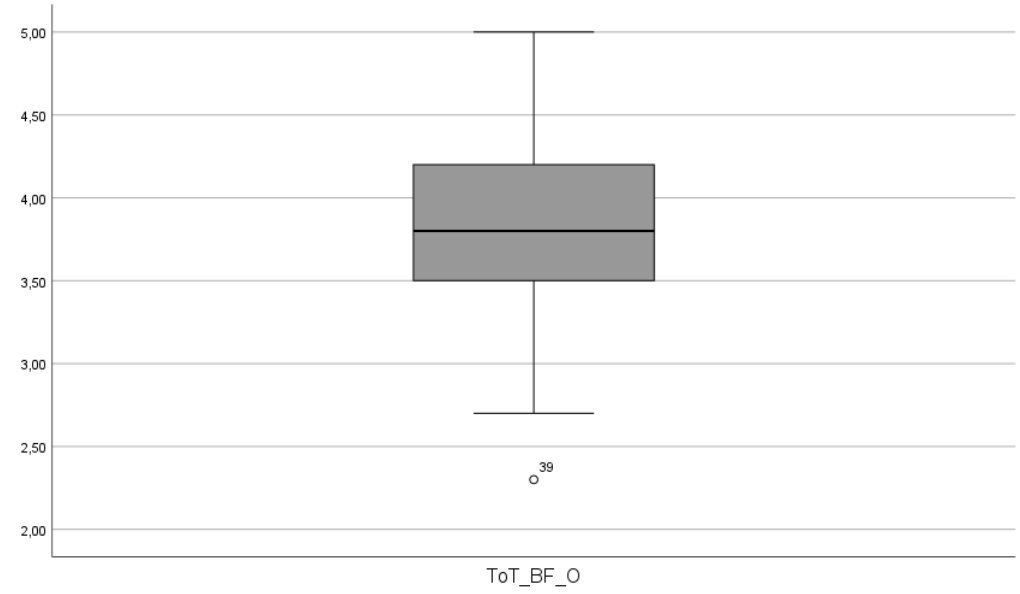
Normality was further examined through Q-Q plots and descriptive statistics, including skewness and kurtosis measures. These evaluations provided insights into the symmetry and peakedness of the distributions, enabling the validation of statistical assumptions. The results were summarised in accompanying figures and tables to facilitate interpretation and inform subsequent analyses. The following sections provide a detailed examination of these procedures for each variable.

Statistical Overview of Openness to Experience

Visual inspection for outliers was conducted using the box plot presented in Figure 1. The plot indicated one mild outlier, corresponding to case 39, located below the lower whisker, suggesting minimal deviation from the overall data distribution.

Figure 1

Openness to Experience Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional insights, as summarised in Table 1. The analysis identified one extreme outlier (0.6%) with a z-score exceeding 3.29 and six potential outliers (3.6%) with z-scores above 1.96. The majority of the dataset, comprising 162 cases (95.9%), fell within the normal range. As part of the treatment process, case 39, identified as an extreme outlier, was Winsorized by adjusting its mean value from 2.30 to 2.70 to align it closer to the distribution of the dataset. This ensured the integrity of the dataset while minimising the undue influence of extreme values.

Table 1

Openness to Experience Z Score Outliers

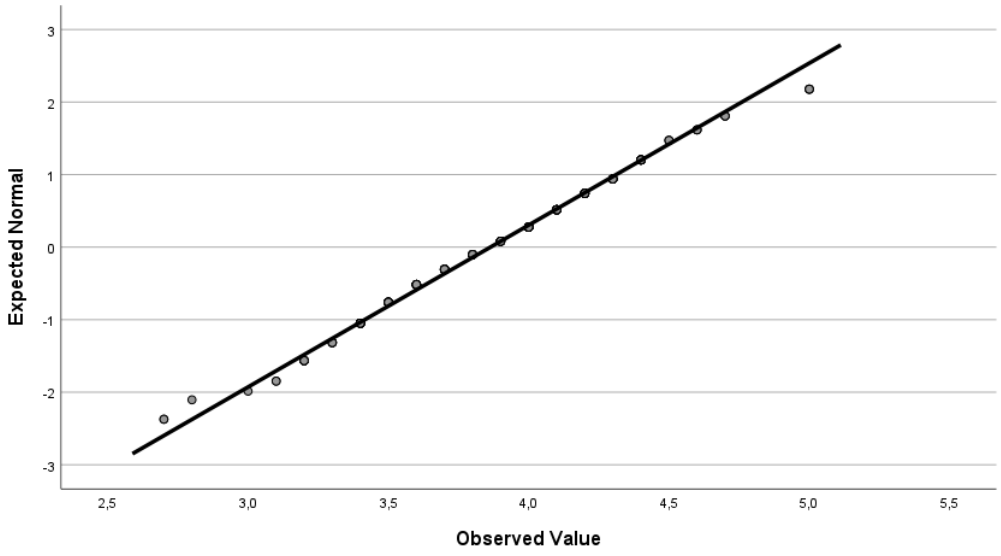
Valid	Frequency	Percent
Extreme (z-score > 3.29)	1	0.6
Potential Outliers (z > 1.96)	6	3.6
Normal range	162	95.9

Note. N = 169

The Q-Q plot, as shown in Figure 2, was inspected to evaluate the normality of the distribution visually. The data points align closely with the diagonal reference line, with minimal deviations at both the lower and upper tails. This suggests that the distribution approximates normality.

Figure 2

Openness to Experience Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 2, were examined to further assess normality. The skewness was calculated as .11 (*SE* = .19), indicating a near-symmetrical distribution. The kurtosis value of .00 (*SE* = .37) suggests the distribution exhibits neither excessive peakedness nor flatness, closely resembling a normal distribution. These statistics confirm that the distribution does not significantly deviate from normality.

Table 2

Summary of Openness to Experience

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Turnover Intention	2.70	5.00	3.86	.45	.11	.19	.00	.37

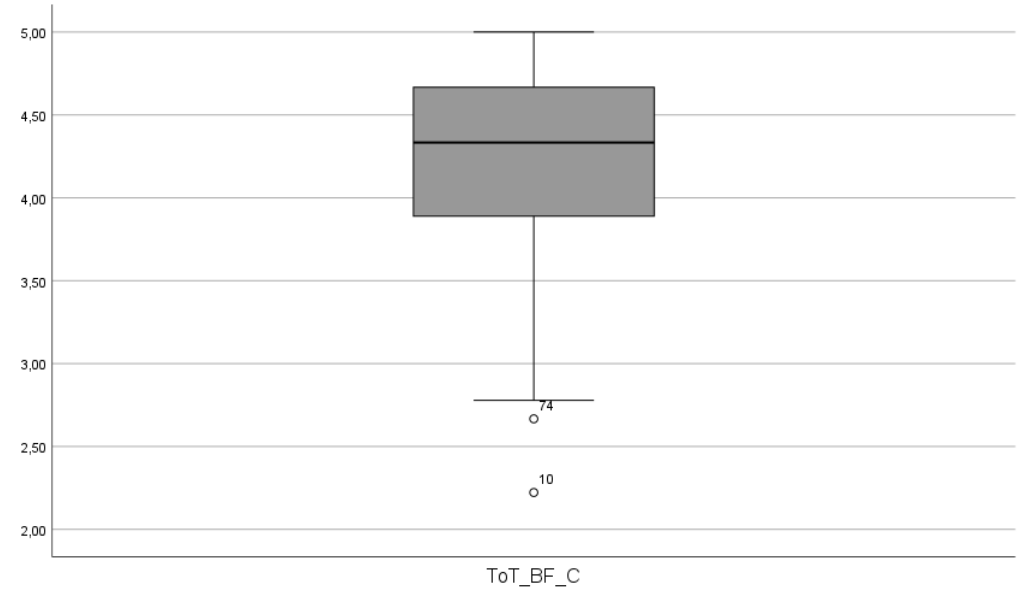
Note. N = 169

Statistical Overview of Conscientiousness

Visual inspection for outliers was conducted using the box plot presented in Figure 3. The plot indicated two mild outliers, corresponding to cases 10 and 74, located below the lower whisker, suggesting slight deviations from the overall data distribution.

Figure 3

Conscientiousness Box Plot



Note. N = 169

Numerical assessment using z-scores provided further clarity, as summarised in Table 3. The analysis identified one extreme outlier (0.6%) with a z-score exceeding 3.29, two probable outliers (1.2%) with z-scores above 2.58, and four potential outliers (2.4%) with z-scores exceeding 1.96. The majority of the dataset, comprising 162 cases (95.9%), fell within the normal range. Case 10, identified as an extreme outlier, was treated through Winsorization, with its mean adjusted from 2.22 to 2.67. This adjustment ensured the dataset remained robust while minimising undue influence from extreme values.

Table 3

Conscientiousness Z Score Outliers

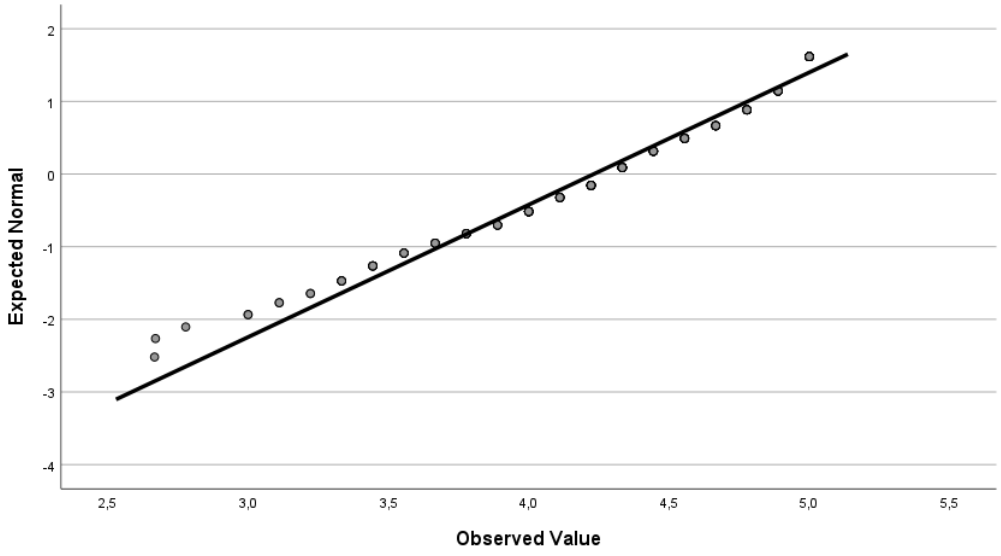
Valid	Frequency	Percent
Extreme (z-score > 3.29)	1	0.6
Probable Outliers (z > 2.58)	2	1.2
Potential Outliers (z > 1.96)	4	2.4
Normal range	162	95.9

Note. N = 169

The Q-Q plot, as shown in Figure 4, was inspected to evaluate the normality of the distribution visually. The data points align reasonably well with the diagonal reference line, although slight deviations are observed at the lower tail, suggesting a mild departure from perfect normality.

Figure 4

Conscientiousness Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 4, were examined to further assess normality. The skewness was calculated as -.60 (*SE* = .19), indicating a slight negative skew. The kurtosis value of -.13 (*SE* = .37) suggests the distribution is marginally platykurtic, with lighter tails compared to a normal distribution. These values fall within acceptable thresholds, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 4

Summary of Conscientiousness

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Conscientiousness	2.67	5.00	4.23	.55	-.60	.19	-.13	.37

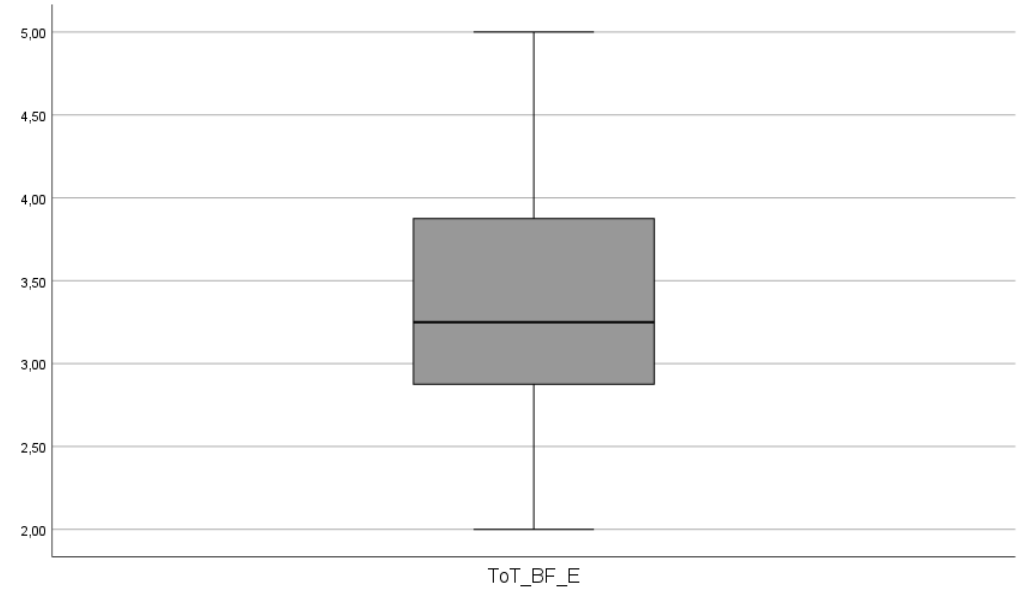
Note. N = 169

Statistical Overview of Extraversion

Visual inspection for outliers was conducted using the box plot presented in Figure 5. The plot displayed a well-distributed dataset with no cases appearing outside the whiskers, suggesting no mild or significant visual outliers.

Figure 5

Extraversion Box Plot



Note. $N = 169$

Numerical assessment using z-scores provided additional insights, as summarised in Table 5. The analysis identified four potential outliers (2.4%) with z-scores exceeding 1.96. The majority of the dataset, comprising 165 cases (97.6%), fell within the normal range. No extreme outliers were identified, and no transformations were necessary, as all identified cases were part of the population of interest and did not require adjustment.

Table 5

Extraversion Z Score Outliers

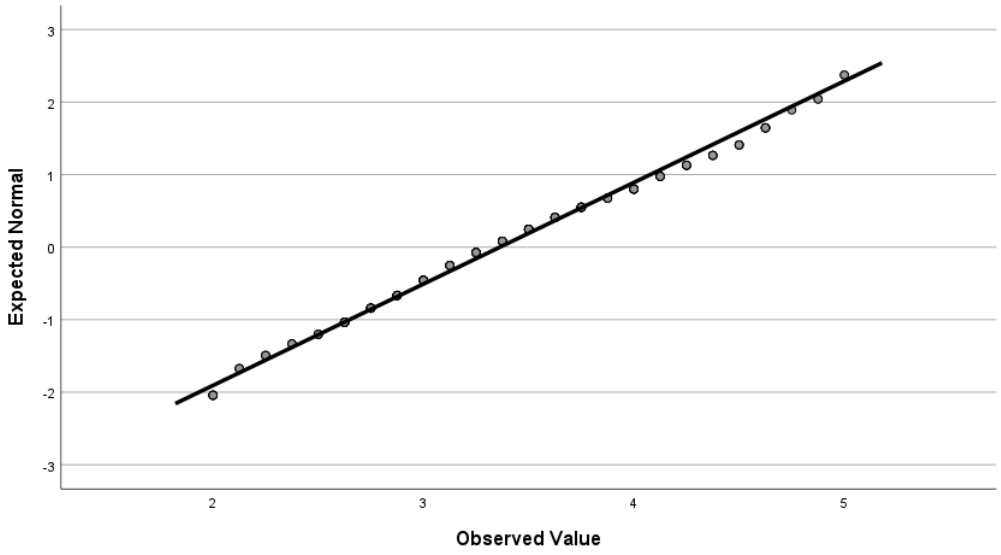
Valid	Frequency	Percent
Potential Outliers ($z > 1.96$)	4	2.4
Normal range	165	97.6

Note. N = 169

The Q-Q plot, as shown in Figure 6, was inspected to evaluate the normality of the distribution visually. The data points align closely with the diagonal reference line, with only minor deviations at the lower and upper tails, suggesting the distribution approximates normality.

Figure 6

Extraversion Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 6, were examined to further assess normality. The skewness was calculated as .17 (*SE* = .19), indicating a slight positive skew. The kurtosis value of -.54 (*SE* = .37) suggests the distribution is marginally platykurtic, with lighter tails compared to a normal distribution. These values remain within acceptable thresholds, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 6

Summary of Extraversion

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Extraversion	2.00	5.00	3.36	.71	.17	0,19	-.54	.37

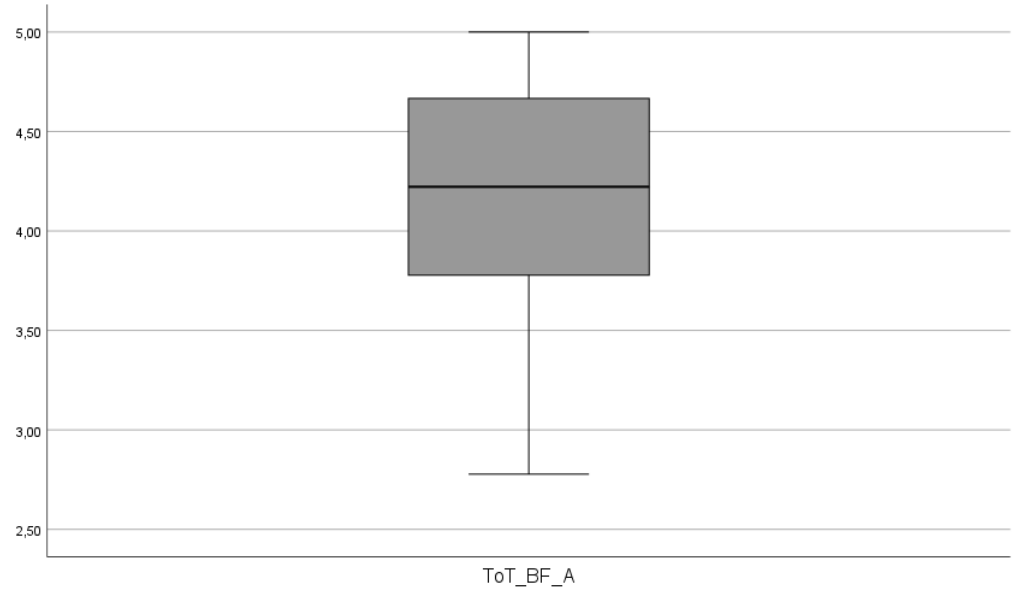
Note. N = 169

Statistical Overview of Agreeableness

Visual inspection for outliers was conducted using the box plot presented in Figure 7. The plot displayed a well-distributed dataset with no cases appearing outside the whiskers, suggesting no mild or significant visual outliers.

Figure 7

Agreeableness Box Plot



Note. N = 169

Numerical assessment using z-scores provided further detail, as summarised in Table 7. The analysis identified two probable outliers (1.2%) with z-scores exceeding 2.58 and five potential outliers (3.0%) with z-scores above 1.96. The majority of the dataset, comprising 162 cases (95.9%), fell within the normal range. No extreme outliers requiring transformation were identified, and all cases were considered part of the population of interest, maintaining the dataset's integrity.

Table 7

Agreeableness Z Score Outliers

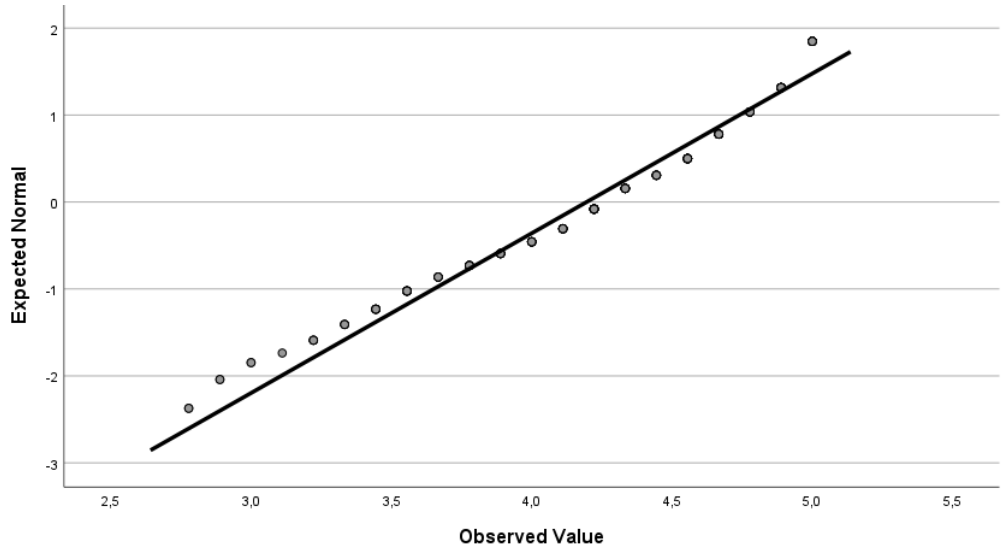
Valid	Frequency	Percent
Probable Outliers ($z > 2.58$)	2	1.2
Potential Outliers ($z > 1.96$)	5	3.0
Normal range	162	95.9

Note. N = 169.

The Q-Q plot, as shown in Figure 8, was inspected to evaluate the normality of the distribution visually. The data points align well with the diagonal reference line, with slight deviations at the lower and upper tails, indicating a minor departure from perfect normality.

Figure 8

Agreeableness Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 8, were examined to further assess normality. The skewness was calculated as -.55 (*SE* = .19), indicating a slight negative skew. The kurtosis value of -.38 (*SE* = .37) suggests the distribution is marginally platykurtic, with lighter tails compared to a normal distribution. These values remain within acceptable thresholds, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 8

Summary of Agreeableness

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Agreeableness	2.78	5.00	4.20	.54	-.55	.19	-.38	.37

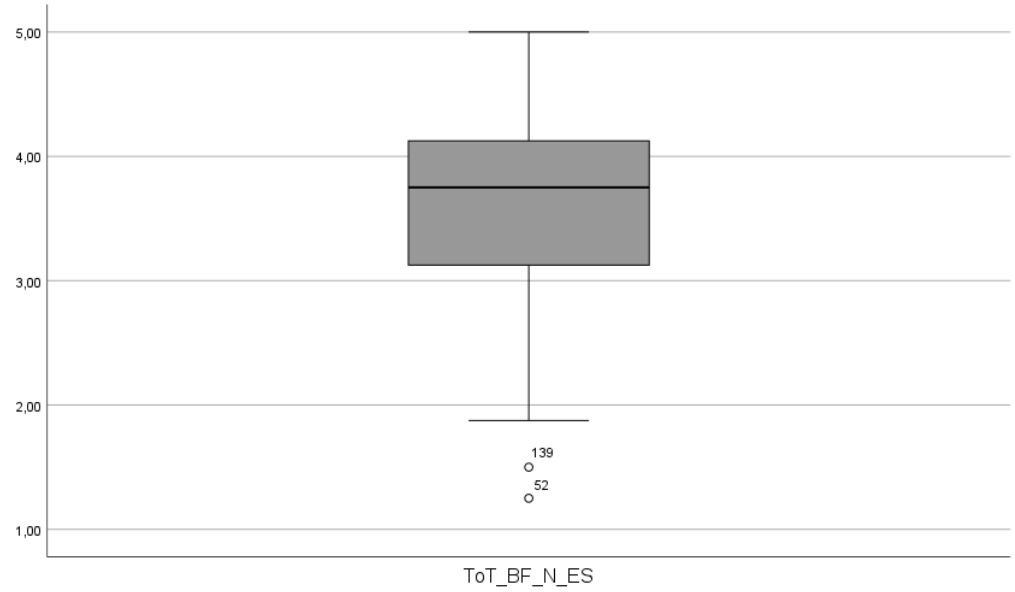
Note. N = 169

Statistical Overview of Emotional Stability

Visual inspection for outliers was conducted using the box plot presented in Figure 9. The plot identified two mild outliers, corresponding to cases 52 and 139, appearing above the upper whisker, indicating some deviation from the main data distribution.

Figure 9

Emotional Stability Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional clarity, as summarised in Table 9. The analysis identified two probable outliers (1.2%) with z-scores exceeding 2.58 and four potential outliers (2.4%) with z-scores above 1.96. The majority of the dataset, comprising 163 cases (96.4%), fell within the normal range. No extreme outliers necessitating transformation were detected, and the identified cases were deemed part of the population of interest.

Table 9

Emotional Stability Z Score Outliers

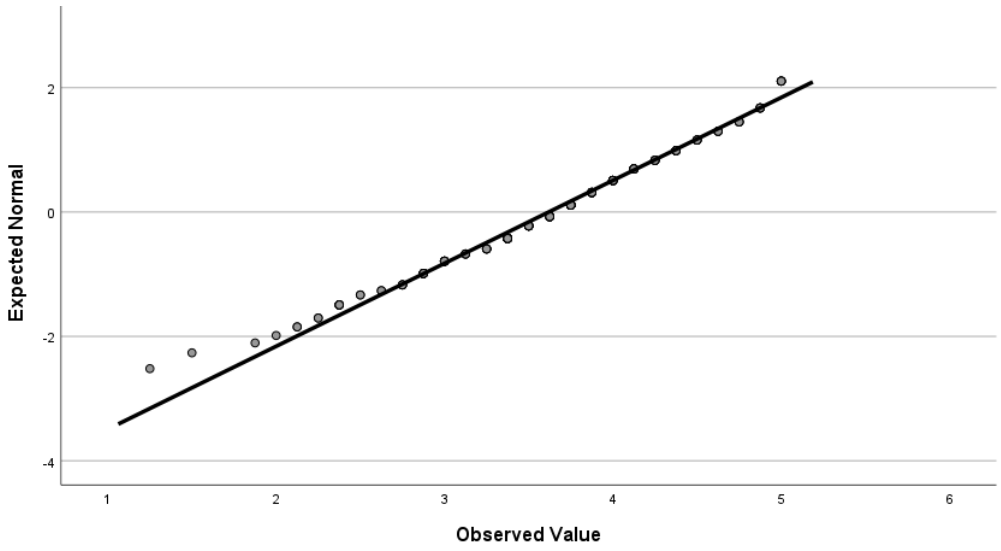
Valid	Frequency	Percent
Probable Outliers ($z > 2.58$)	2	1.2
Potential Outliers ($z > 1.96$)	4	2.4
Normal range	163	96.4

Note. $N = 169$

The Q-Q plot, as shown in Figure 10, was inspected to evaluate the normality of the distribution visually. The data points align closely with the diagonal reference line, with minor deviations at the lower and upper extremes, indicating a slight departure from perfect normality.

Figure 10

Emotional Stability Q-Q Plot



Note. $N = 169$

Building on this, skewness and kurtosis statistics, as analysed from Table 10, were examined to further assess normality. The skewness was calculated as -.38 (*SE* = .19), suggesting a mild negative skew. The kurtosis value of .07 (*SE* = .37) indicates a distribution close to mesokurtic, showing neither significant peakedness nor flatness. These values remain within acceptable thresholds, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 10

Summary of Emotional Stability

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Emotional Stability	1	5	3.62	.75	-.38	.19	.07	.37

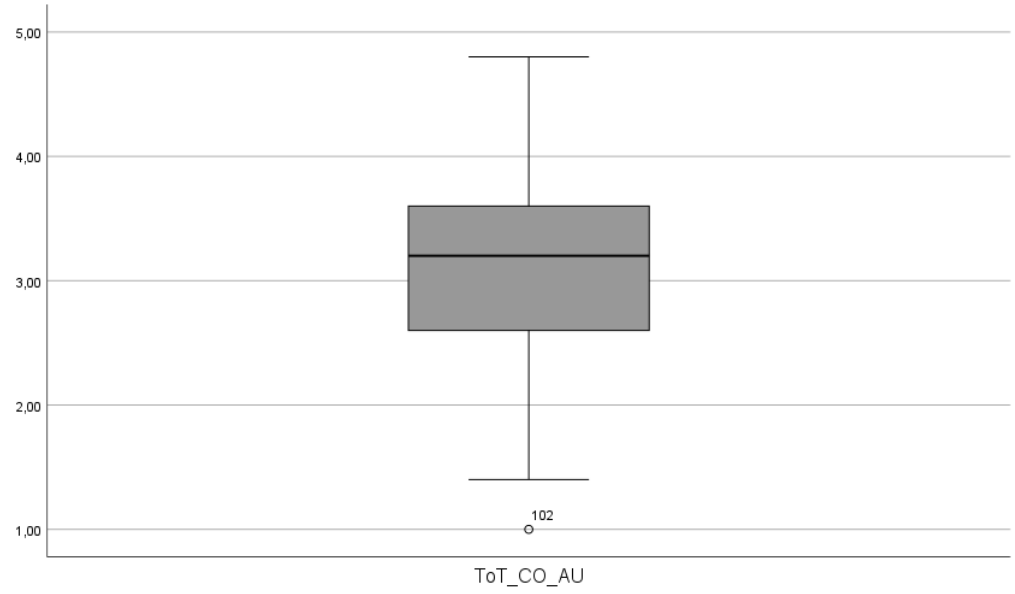
Note. N = 169

Statistical Overview of Autonomy

Visual inspection for outliers was conducted using the box plot presented in Figure 11. The plot identified one mild outlier, corresponding to case 102, appearing below the lower whisker, indicating a slight deviation from the main data distribution.

Figure 11

Autonomy Box Plot



Note. N = 169

Numerical assessment using z-scores provided further insights, as summarised in Table 11. The analysis identified one probable outlier (0.6%) with a z-score exceeding 2.58 and five potential outliers (3.0%) with z-scores above 1.96. The majority of the dataset, comprising 163 cases (96.4%), fell within the normal range. No extreme outliers requiring transformation were detected, and the identified outliers were part of the population of interest.

Table 11

Autonomy Z Score Outliers

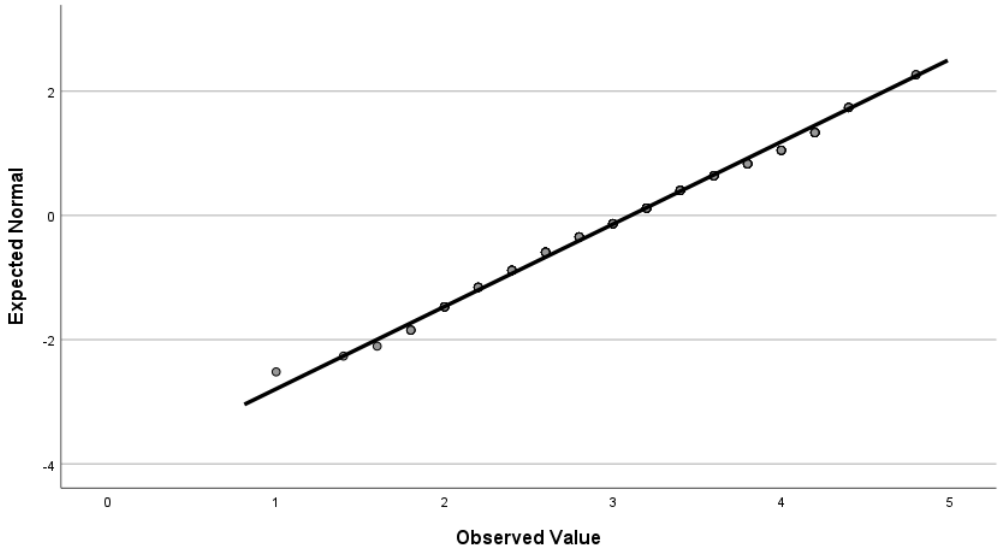
Valid	Frequency	Percent
Probable Outliers ($z > 2.58$)	1	0.6
Potential Outliers ($z > 1.96$)	5	3.0
Normal range	163	96.4

Note. N = 169

The Q-Q plot, as shown in Figure 12, was inspected to evaluate the normality of the distribution visually. The data points align closely with the diagonal reference line, with minor deviations at the lower tail, indicating a slight departure from perfect normality.

Figure 12

Autonomy Q-Q Plot



Note. *N* = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 12, were examined to further assess normality. The skewness was calculated as .02 (*SE* = .19), suggesting a nearly symmetrical distribution. The kurtosis value of -.45 (*SE* = .37) indicates a slightly platykurtic distribution, with lighter tails than a normal distribution. These values fall within acceptable thresholds, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 12

Summary of Autonomy

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Autonomy	1.00	4.80	3.11	.75	.02	.19	-.45	.37

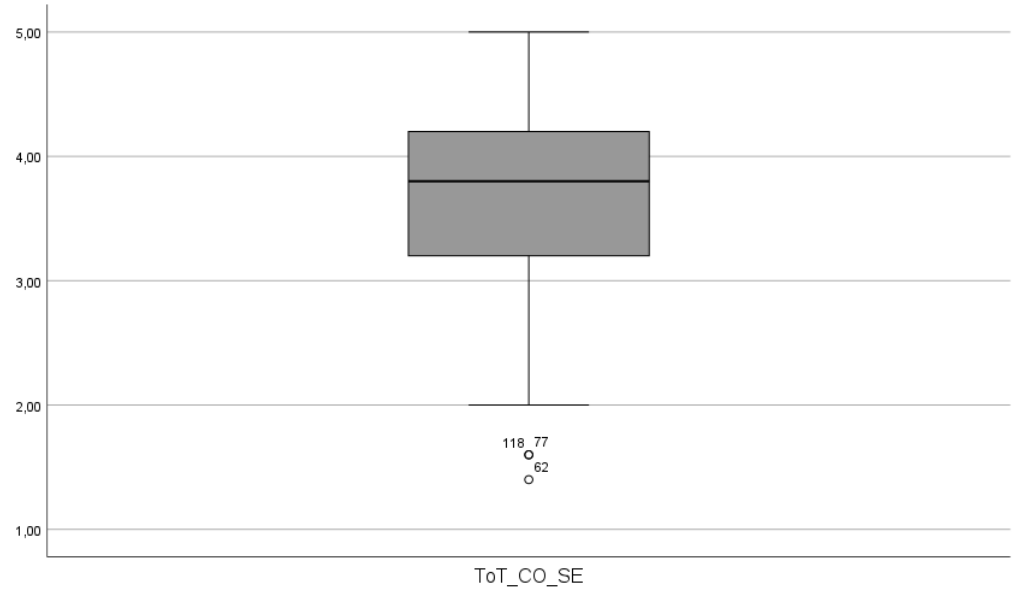
Note. N = 169

Statistical Overview of Security

Visual inspection for outliers was conducted using the box plot presented in Figure 13. The plot identified three mild outliers, corresponding to cases 62, 77, and 118, appearing below the lower whisker, indicating some deviations from the main data distribution.

Figure 13

Security Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional detail, as summarised in Table 13. The analysis identified three probable outliers (1.8%) with z-scores exceeding 2.58 and six potential outliers (3.6%) with z-scores above 1.96. The majority of the dataset, comprising 160 cases (94.7%), fell within the normal range. No extreme outliers necessitating transformation were detected, and all identified cases were considered part of the population of interest.

Table 13

Security Z Score Outliers

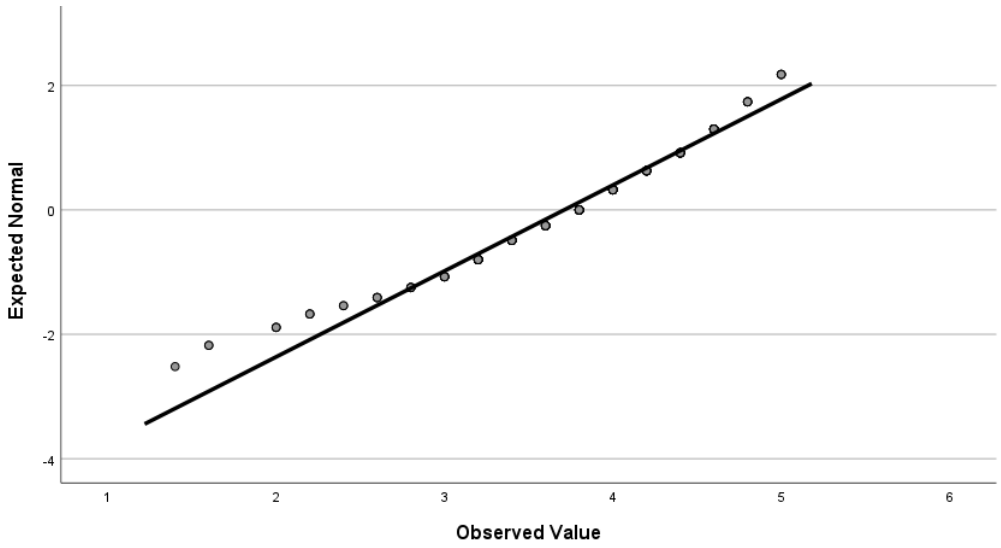
Valid	Frequency	Percent
Probable Outliers ($z > 2.58$)	3	1.8
Potential Outliers ($z > 1.96$)	6	3.6
Normal range	160	94.7

Note. N = 169

The Q-Q plot, as shown in Figure 14, was inspected to evaluate the normality of the distribution visually. The data points align fairly well with the diagonal reference line, with slight deviations at both the lower and upper tails, indicating minor departures from perfect normality.

Figure 14

Security Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 14, were examined to further assess normality. The skewness was calculated as -.70 (*SE* = .19), indicating a moderate negative skew. The kurtosis value of .52 (*SE* = .37) suggests a slight leptokurtic distribution, with heavier tails compared to a normal distribution. Although these values show some deviation, they are within acceptable limits, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 14

Summary of Security

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Security	1.40	5.00	3.71	.72	-.70	.19	.52	.37

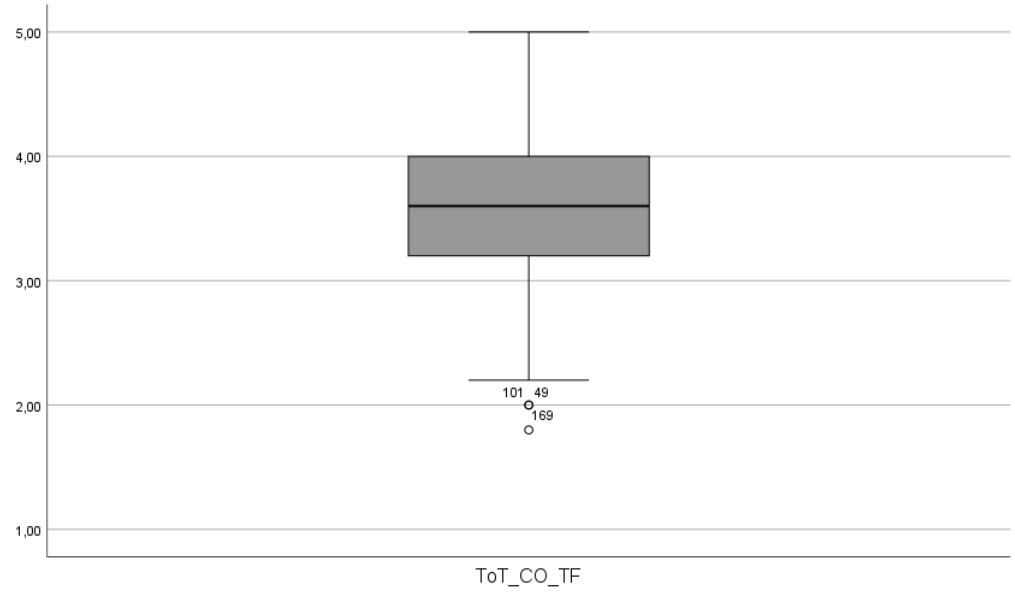
Note. N = 169

Statistical Overview of Technical Function

Visual inspection for outliers was conducted using the box plot presented in Figure 15. The plot identified three mild outliers, corresponding to cases 49, 101, and 169, appearing below the lower whisker, suggesting slight deviations from the overall data distribution.

Figure 15

Technical Function Box Plot



Note. $N = 169$

Numerical assessment using z-scores provided further insights, as summarised in Table 15. The analysis identified one probable outlier (0.6%) with a z-score exceeding 2.58 and five potential outliers (3.0%) with z-scores above 1.96. The majority of the dataset, comprising 163 cases (96.4%), fell within the normal range. No extreme outliers requiring transformation were detected, and all identified cases were considered part of the population of interest.

Table 15

Technical Function Z Score Outliers

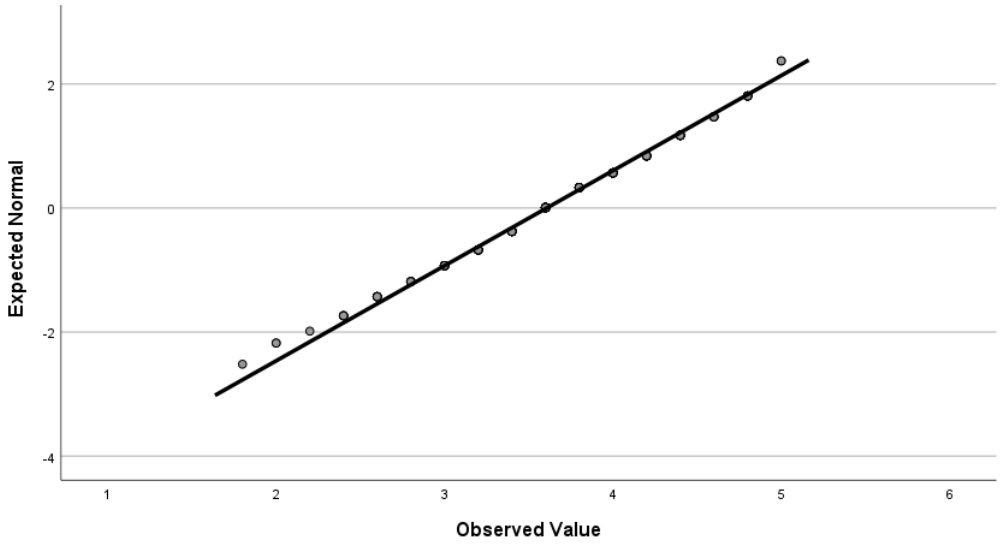
Valid	Frequency	Percent
Probable Outliers ($z > 2.58$)	1	0.6
Potential Outliers ($z > 1.96$)	5	3.0
Normal range	163	96.4

Note. N = 169

The Q-Q plot, as displayed in Figure 16, was examined to visually assess the distribution for normality. The data points align closely with the diagonal reference line, with minimal deviations observed at the extreme ends of the plot. These slight deviations suggest minor departures from a perfectly normal distribution; however, the overall alignment of the points supports an assumption of approximate normality in the distribution.

Figure 16

Technical Function Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics were analysed from Table 16 to further assess the normality of the distribution. The skewness statistic of -.18 (*SE* = .19) indicates a distribution that is nearly symmetrical, while the kurtosis value of -.18 (*SE* = .37) points to a slightly platykurtic distribution, characterised by lighter tails compared to a normal distribution. Together, these statistics reinforce the conclusion that the distribution does not exhibit significant deviations from normality, confirming its suitability for parametric analyses.

Table 16

Summary of Technical Function

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Technical Function	1.80	5.00	3.61	.65	-.18	.19	-.18	.37

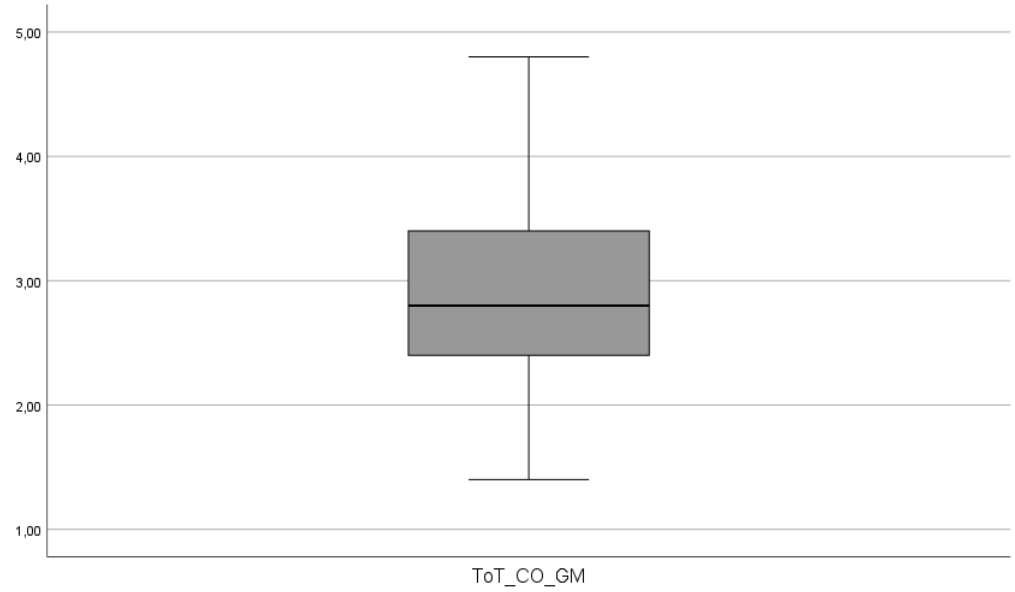
Note. *N* = 169

Statistical Overview of General Management

Visual inspection for outliers was conducted using the box plot presented in Figure 17. The plot indicated a well-distributed dataset with no cases appearing beyond the whiskers, suggesting no mild visual outliers.

Figure 17

General Management Box Plot



Note. N = 169

Numerical assessment using z-scores provided further insights, as summarised in Table 17. The analysis identified one probable outlier (0.6%) with a z-score exceeding 2.58 and six potential outliers (3.6%) with z-scores above 1.96. The majority of the dataset, comprising 162 cases (95.9%), fell within the normal range. No extreme outliers requiring transformation were detected, and all identified cases were considered part of the population of interest.

Table 17

General Management Z Score Outliers

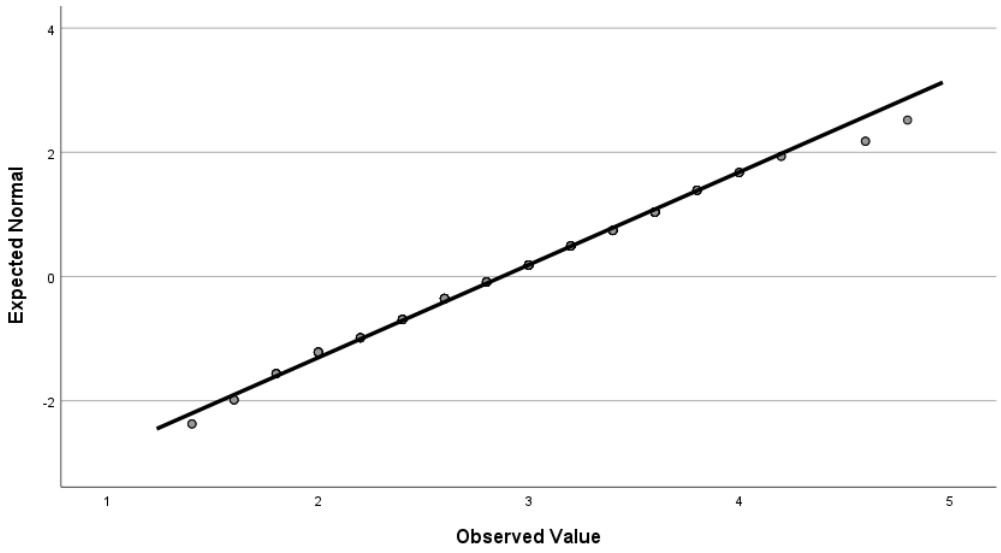
Valid	Frequency	Percent
Probable Outliers ($z > 2.58$)	1	0.6
Potential Outliers ($z > 1.96$)	6	3.6
Normal range	162	95.9

Note. N = 169

The Q-Q plot, displayed in Figure 18, was examined to evaluate the distribution for normality. The data points align closely with the diagonal reference line, with minimal deviations at the extremes, suggesting slight departures from perfect normality. This visual representation indicates that the majority of observations conform well to a normal distribution.

Figure 18

General Management Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 18, were examined to further evaluate the distribution's normality. The skewness was calculated as .17 (*SE* = .19), reflecting a nearly symmetrical distribution. The kurtosis value of -.18 (*SE* = .37) suggests a slightly platykurtic distribution, indicative of lighter tails relative to a normal distribution. These findings confirm that the distribution does not exhibit significant departures from normality.

Table 18

Summary of General Management

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
General Management	1.40	4.80	2.87	.67	.17	.19	-.18	.37

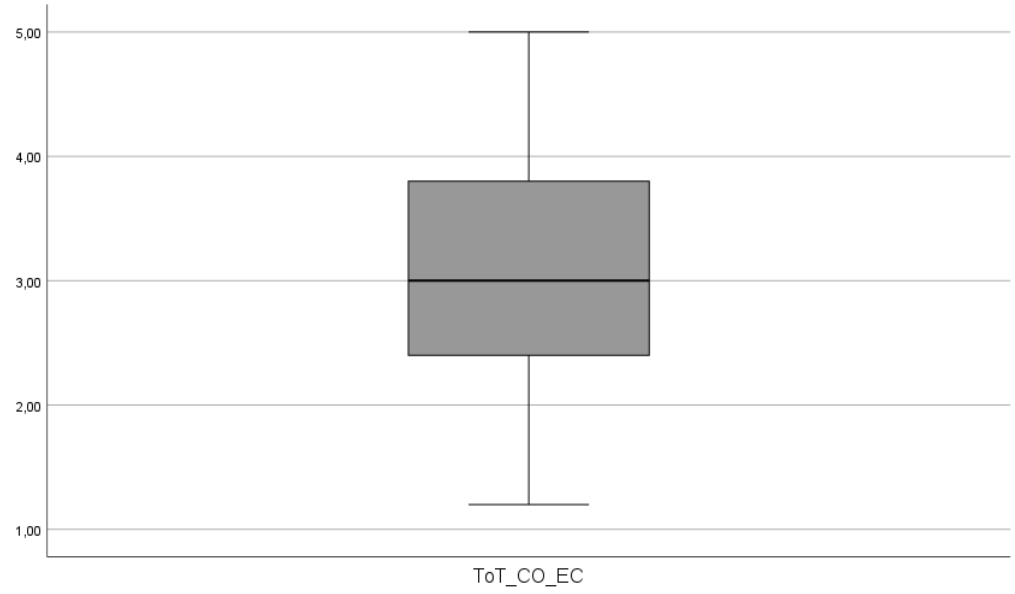
Note. N = 169

Statistical Overview of Entrepreneurial Creativity

Visual inspection for outliers was conducted using the box plot presented in Figure 19. The plot displayed a well-distributed dataset with no cases appearing beyond the whiskers, suggesting the absence of mild visual outliers.

Figure 19

Entrepreneurial Creativity Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional insights, as summarised in Table 19. The analysis identified nine potential outliers (5.3%) with z-scores exceeding 1.96. The majority of the dataset, comprising 160 cases (94.7%), fell within the normal range. No extreme outliers requiring transformation were detected, and all identified cases were determined to be part of the population of interest.

Table 19

Entrepreneurial Creativity Z Score Outliers

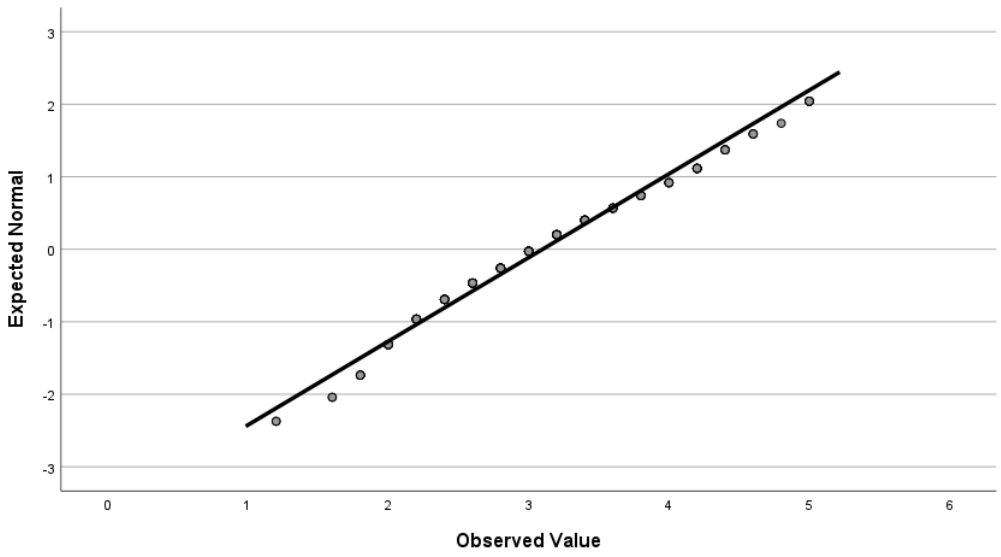
Valid	Frequency	Percent
Potential Outliers ($z > 1.96$)	9	5.3
Normal range	160	94.7

Note. N = 169

The Q-Q plot, displayed in Figure 20, was visually inspected to evaluate the normality of the distribution. Data points aligned well with the diagonal reference line, suggesting that the overall distribution approximates normality. Minor deviations were observed at the lower and upper extremes, indicating slight departures from perfect normality.

Figure 20

Entrepreneurial Creativity Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics were analysed to further assess normality, as presented in Table 20. The skewness statistic of .29 (*SE* = .19) reflects a distribution that is moderately symmetrical. The kurtosis value of -.57 (*SE* = .37) indicates a slightly platykurtic distribution, with tails lighter than those of a normal distribution. These combined results suggest that the distribution does not exhibit significant departures from normality.

Table 20

Summary of Entrepreneurial Creativity

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Entrepreneurial Creativity	1.20	5.00	3.10	.87	.29	.19	-.57	.37

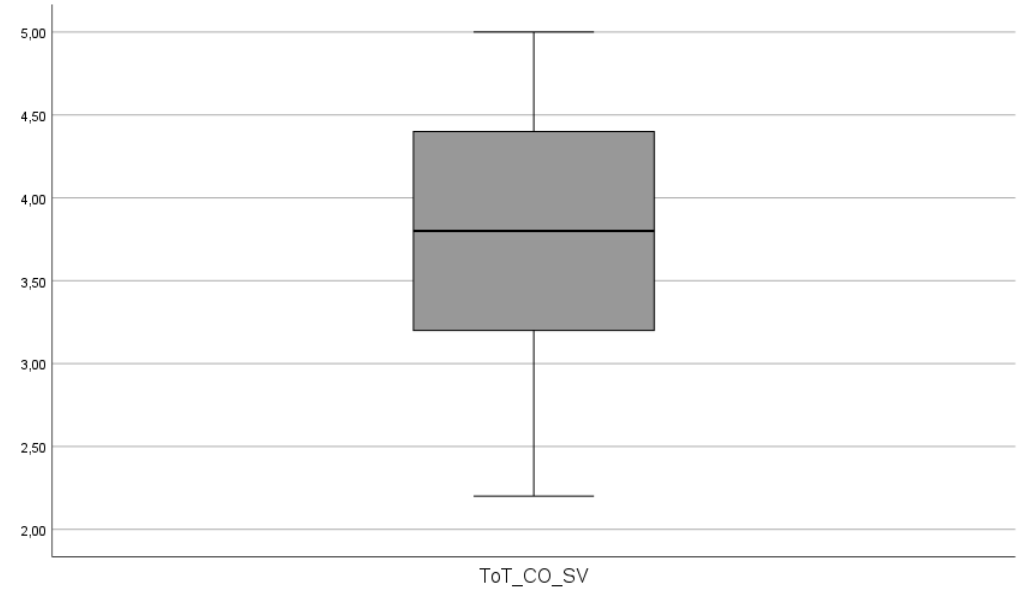
Note. N = 169

Statistical Overview of Service Dedication

Visual inspection for outliers was conducted using the box plot presented in Figure 21. The plot displayed a well-distributed dataset with no cases appearing beyond the whiskers, suggesting the absence of mild visual outliers.

Figure 21

Service Dedication Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional insights, as summarised in Table 21. The analysis identified two potential outliers (1.2%) with z-scores exceeding 1.96. The majority of the dataset, comprising 167 cases (98.8%), fell within the normal range. No extreme outliers were detected, and all identified cases were determined to be part of the population of interest.

Table 21

Service Dedication Z Score Outliers

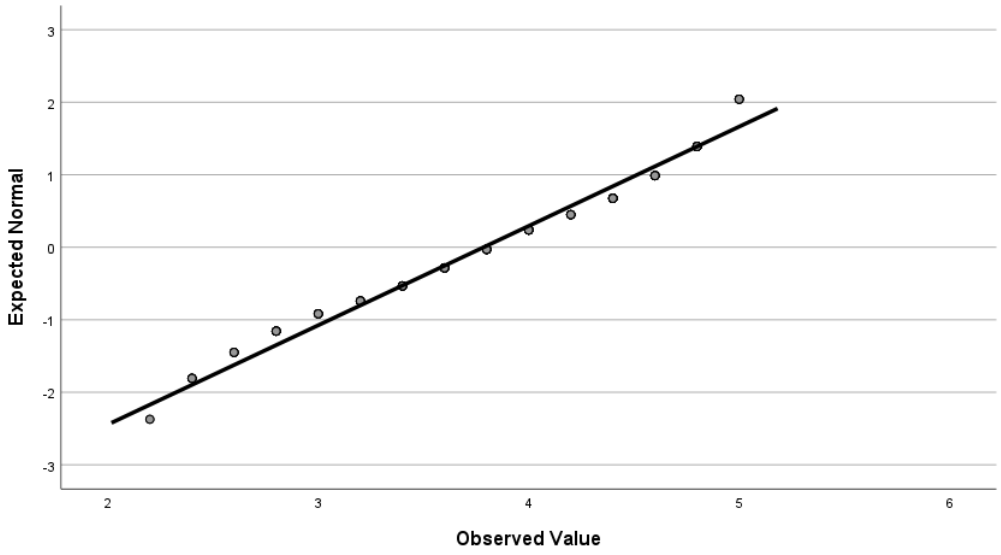
Valid	Frequency	Percent
Potential Outliers ($z > 1.96$)	2	1.2
Normal range	167	98.8

Note. $N = 169$

The Q-Q plot, as shown in Figure 22, was inspected to evaluate the distribution for normality visually. The data points align closely with the diagonal reference line, though slight deviations are apparent at the lower and upper extremes. These minor deviations suggest only slight departures from perfect normality.

Figure 22

Service Dedication Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics were reviewed from Table 22 to further assess the distribution's normality. The skewness was recorded as -.25 (*SE* = .19), indicating a distribution that is marginally negatively skewed but still near symmetry. The kurtosis value of -.84 (*SE* = .37) reflects a slightly platykurtic distribution, suggesting lighter tails compared to a normal distribution. Collectively, these findings confirm that the distribution exhibits no significant departures from normality.

Table 22

Summary of Service Dedication

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Service Dedication	2.20	5.00	3.79	.73	-.25	.19	-.84	.37

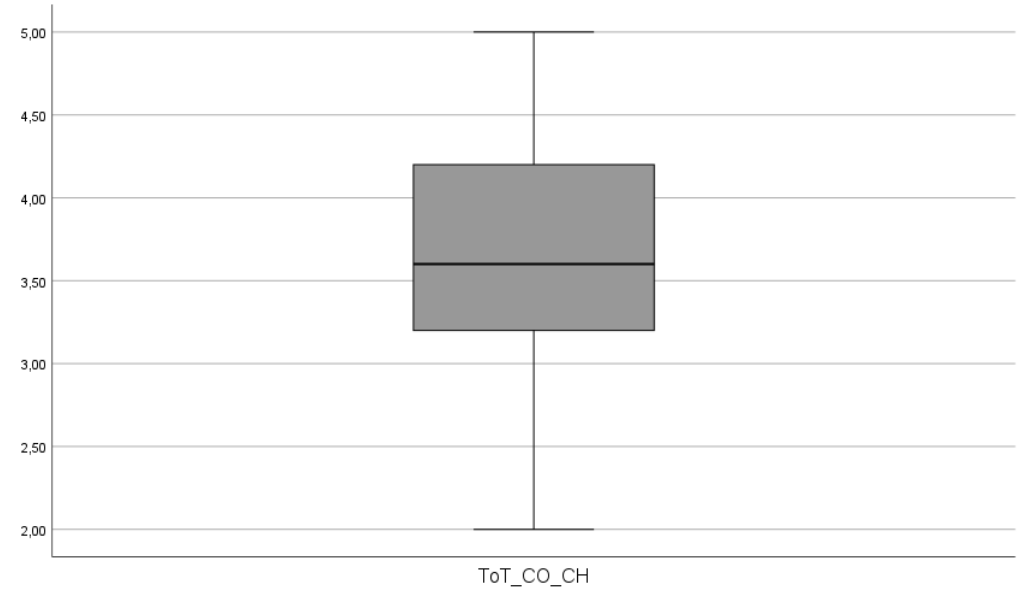
Note. N = 169

Statistical Overview of Pure Challenge

Visual inspection for outliers was conducted using the box plot presented in Figure 23. The plot displayed a well-distributed dataset with no cases appearing beyond the whiskers, indicating no mild visual outliers.

Figure 23

Pure Challenge Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional clarity, as summarised in Table 23. The analysis identified ten potential outliers (5.9%) with z-scores exceeding 1.96. The majority of the dataset, comprising 159 cases (94.1%), fell within the normal range. No extreme outliers were detected, and all identified cases were considered to be part of the population of interest.

Table 23

Pure Challenge Z Score Outliers

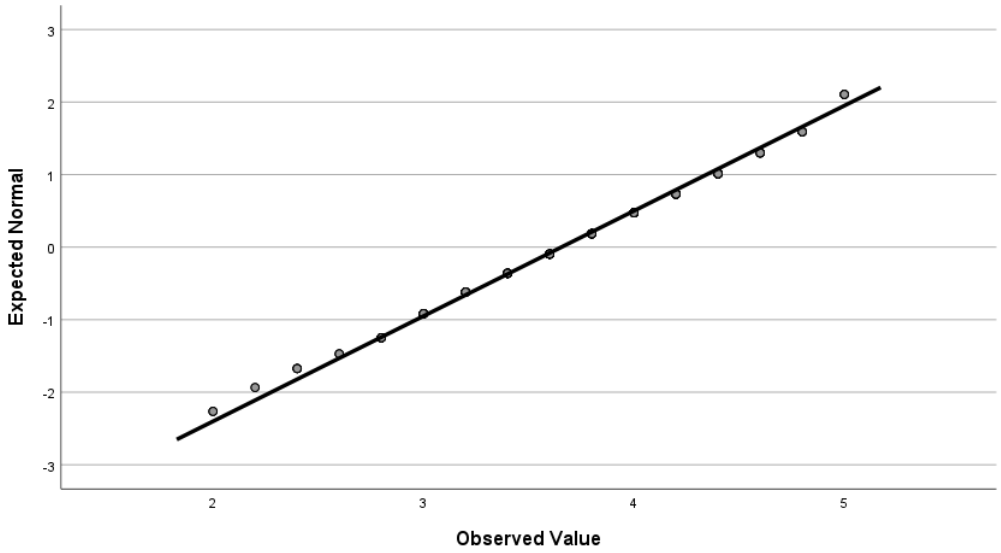
Valid	Frequency	Percent
Potential Outliers ($z > 1.96$)	10	5.9
Normal range	159	94.1

Note. N = 169

The Q-Q plot, as displayed in Figure 24, was examined to visually assess the distribution for normality. The data points closely follow the diagonal reference line, with minor deviations at the extremes. These observations indicate a distribution that aligns reasonably well with the assumptions of normality, with no substantial outliers disrupting the overall pattern.

Figure 24

Pure Challenge Q-Q Plot



Note. N = 169

Skewness and kurtosis statistics, as derived from Table 24, were further examined to evaluate the distribution's normality. The skewness was calculated at -.13 (*SE* = .19), reflecting a near-symmetrical distribution. The kurtosis value of -.42 (*SE* = .37) suggests a slightly platykurtic distribution, characterised by lighter tails compared to a perfectly normal distribution. Collectively, these findings provide strong evidence of a distribution that adheres to the assumptions of normality, supporting its suitability for subsequent parametric analyses.

Table 24

Summary of Pure Challenge

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Pure Challenge	2.00	5.00	3.66	.69	-.13	.19	-.42	.37

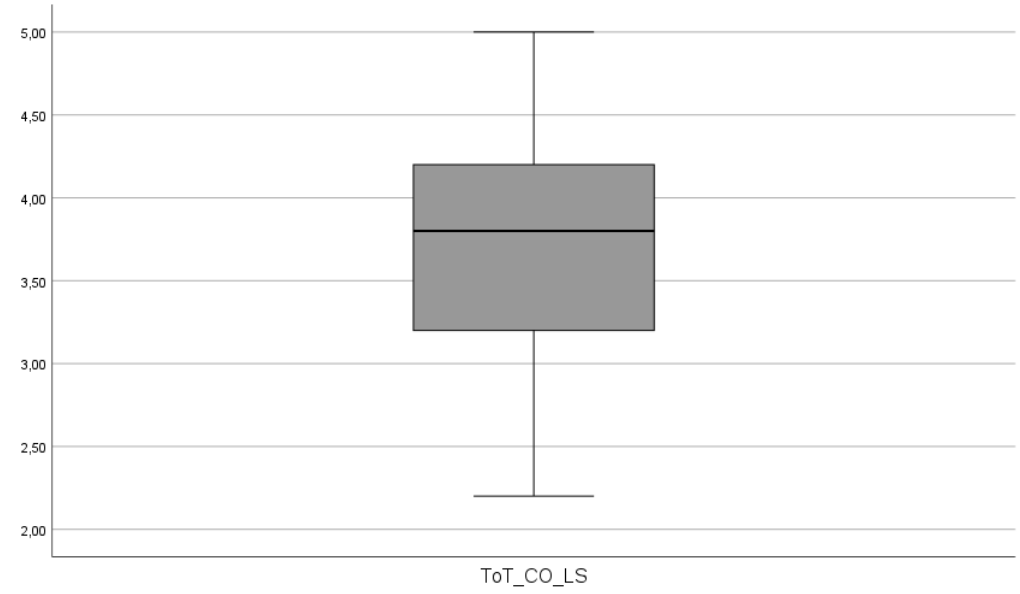
Note. *N* = 169

Statistical Overview of Lifestyle

Visual inspection for outliers was conducted using the box plot presented in Figure 25. The plot displayed a well-distributed dataset with no cases appearing beyond the whiskers, indicating no mild visual outliers.

Figure 25

Lifestyle Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional detail, as summarised in Table 25. The analysis identified five potential outliers (3.0%) with z-scores exceeding 1.96. The majority of the dataset, comprising 164 cases (97.0%), fell within the normal range. No extreme outliers were detected, and all identified cases were determined to be part of the population of interest.

Table 25

Lifestyle Z Score Outliers

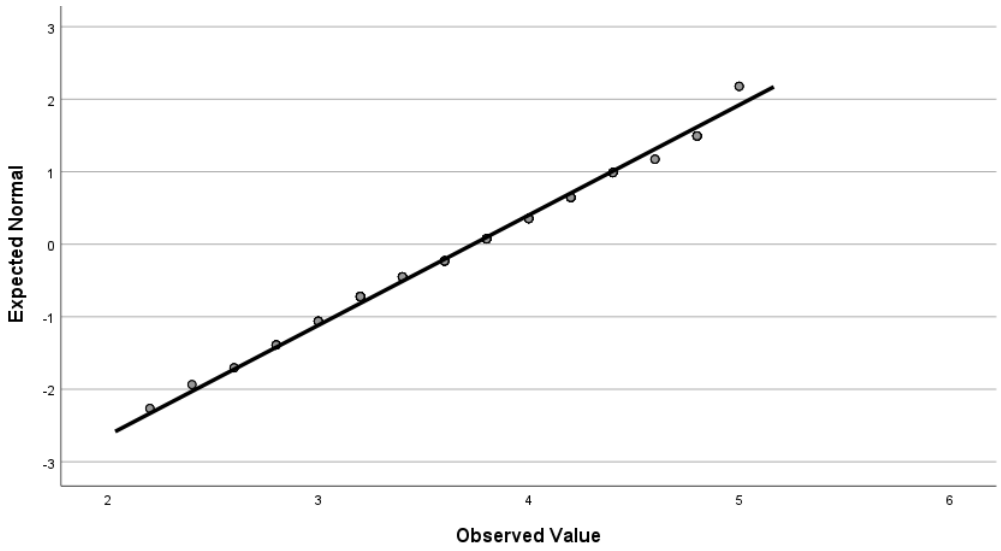
Valid	Frequency	Percent
Potential Outliers ($z > 1.96$)	5	3.0
Normal range	164	97.0

Note. N = 169

The Q-Q plot in Figure 26 visually examined the data distribution for normality. The data points demonstrated reasonable alignment with the diagonal reference line, although slight deviations were observed at the distribution's extremes. These deviations suggest minor departures from perfect normality. However, the overall pattern indicates no significant deviation from a normal distribution.

Figure 26

Lifestyle Q-Q Plot



Note. N = 169

Skewness and kurtosis statistics, extracted from Table 26, further evaluated the distribution's normality. The skewness value was reported as -.09 (*SE* = .19), indicating a near-symmetrical distribution. Similarly, the kurtosis value of -.58 (*SE* = .37) reflects a distribution with marginally lighter tails than a perfect normal distribution. Together, these statistics affirm that the distribution does not substantially deviate from normality.

Table 26

Summary of Lifestyle

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Lifestyle	2.20	5.00	3.74	.66	-.09	.19	-.58	.37

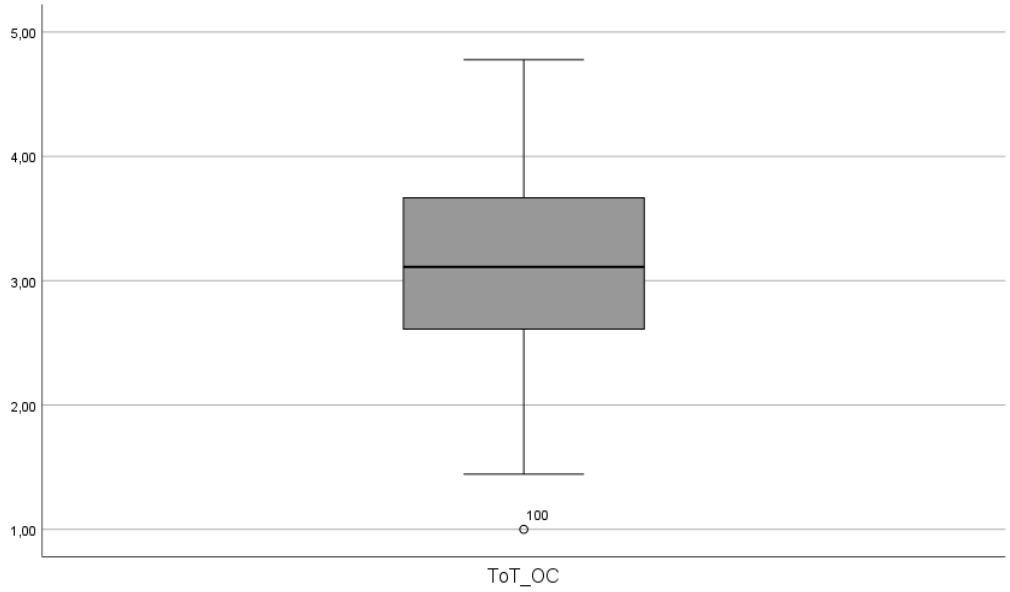
Note. N = 169

Statistical Overview of Organisational Commitment

Visual inspection for outliers was conducted using the box plot presented in Figure 27. The plot indicated one mild outlier, corresponding to case 100, located below the lower whisker, suggesting minimal deviation.

Figure 27

Organisational Commitment Box Plot



Note. N = 169

Numerical assessment using z-scores provided additional insights, as shown in Table 27. The analysis identified one probable outlier (0.6%) with a z-score exceeding 2.58 and five potential outliers (3.0%) with z-scores above 1.96. The majority of the dataset, comprising 163 cases (96.4%), fell within the normal range. The identified outliers were part of the population of interest and did not meet the criteria for extreme outliers, thus no data transformations were applied.

Table 27

Organisational Commitment Z Score Outliers

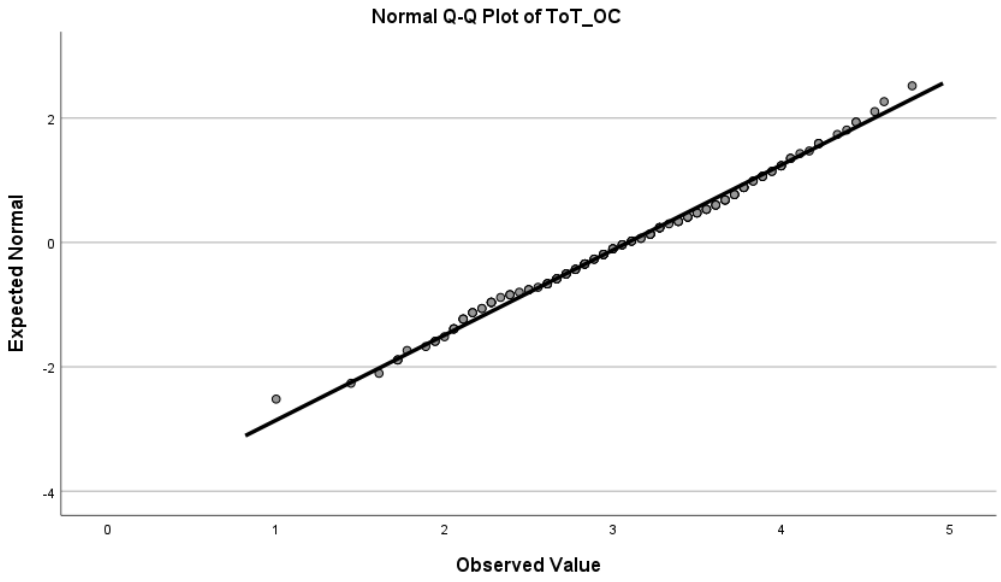
Valid	Frequency	Percent
Probable Outliers ($z > 2.58$)	1	0.6
Potential Outliers ($z > 1.96$)	5	3.0
Normal range	163	96.4

Note. N = 169

The Q-Q plot, as shown in Figure 28, was inspected to evaluate the normality of the distribution visually. Most data points closely align with the diagonal reference line, suggesting that the distribution approximates normality. Minor deviations are observed at the lower and upper extremes, indicating slight departures from perfect normality.

Figure 28

Organisational Commitment Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 28, were examined to further assess normality. The skewness was calculated as -.13 (*SE* = .19), indicating a near-symmetrical distribution. The kurtosis value of -.46 (*SE* = .37) suggests the distribution is slightly platykurtic, with lighter tails than a normal distribution. These values fall within acceptable thresholds, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 28

Summary of Organisational Commitment

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Organisational Commitment	1.00	4.78	3.09	.73	-.13	.19	-.46	.37

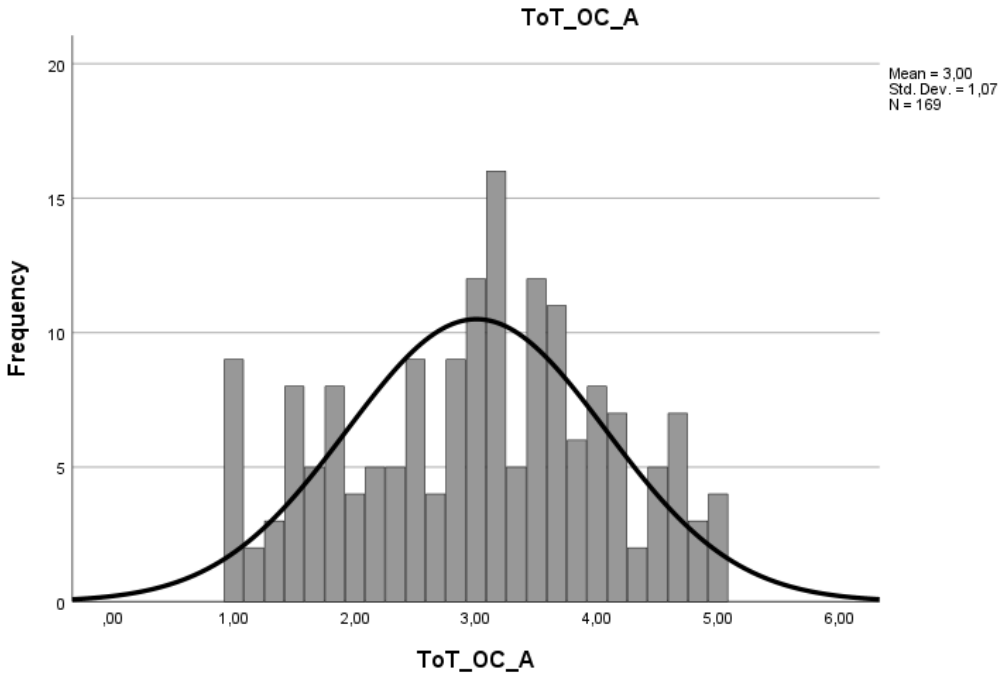
Note. *N* = 169

The outcomes for the three dimensions of organisational commitment, affective, continuance, and normative, are now presented to provide a clear perspective on the unique elements that contribute to overall organisational commitment.

Affective Commitment. This sub-dimension reported a mean score of *M* = 3.00 (*SD* = 1.07), as illustrated in Figure 29. This indicates that SA Navy personnel, on average, demonstrate moderate levels of emotional attachment to their organisation. The relatively higher standard deviation compared to the overall organisational commitment suggests greater variability in participants' emotional connection to their organisation, with responses distributed across a wider range. The frequency distribution shows that while many scores cluster around the mean, there are notable deviations, reflecting differing levels of affective commitment within the sample.

Figure 29

Affective Commitment Histogram

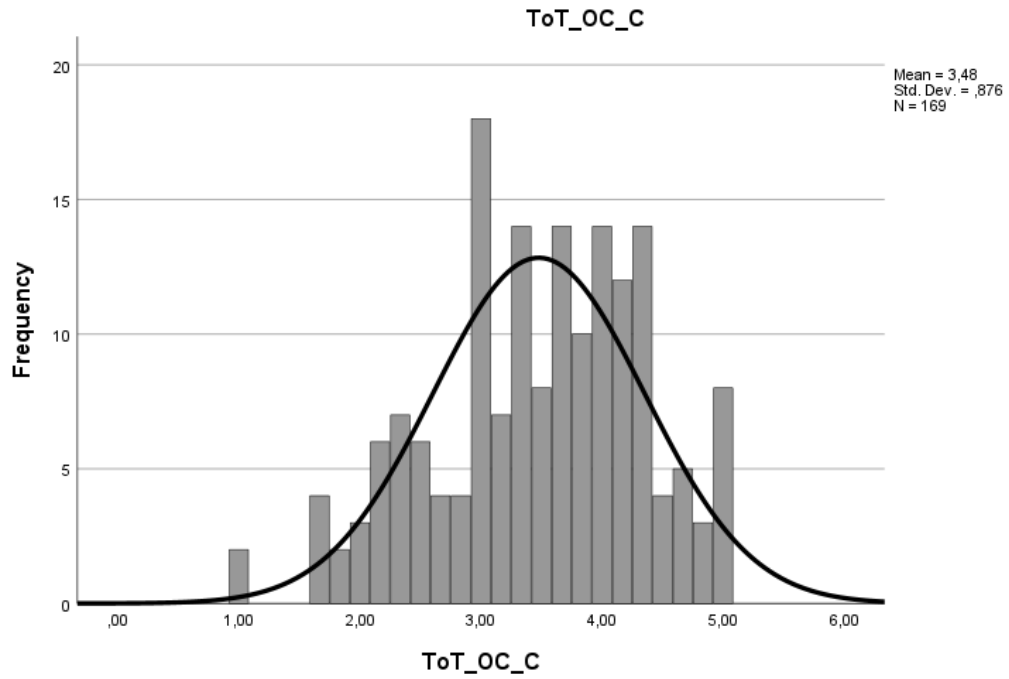


Note. N = 169

Continuance Commitment. This sub-dimension reported a mean score of *M* = 3.48 (*SD* = .88), as shown in Figure 30. This suggests that SA Navy personnel generally exhibit moderate levels of continuance commitment, indicating that their attachment to the organisation is influenced by the perceived costs of leaving or the benefits of staying. The standard deviation of .88 indicates moderate variability in responses, with most participants' scores clustering around the mean. The distribution is fairly symmetrical, with a slight spread suggesting some differences in the extent to which individuals feel constrained to remain with the organisation due to external or personal factors.

Figure 30

Continuance Commitment Histogram

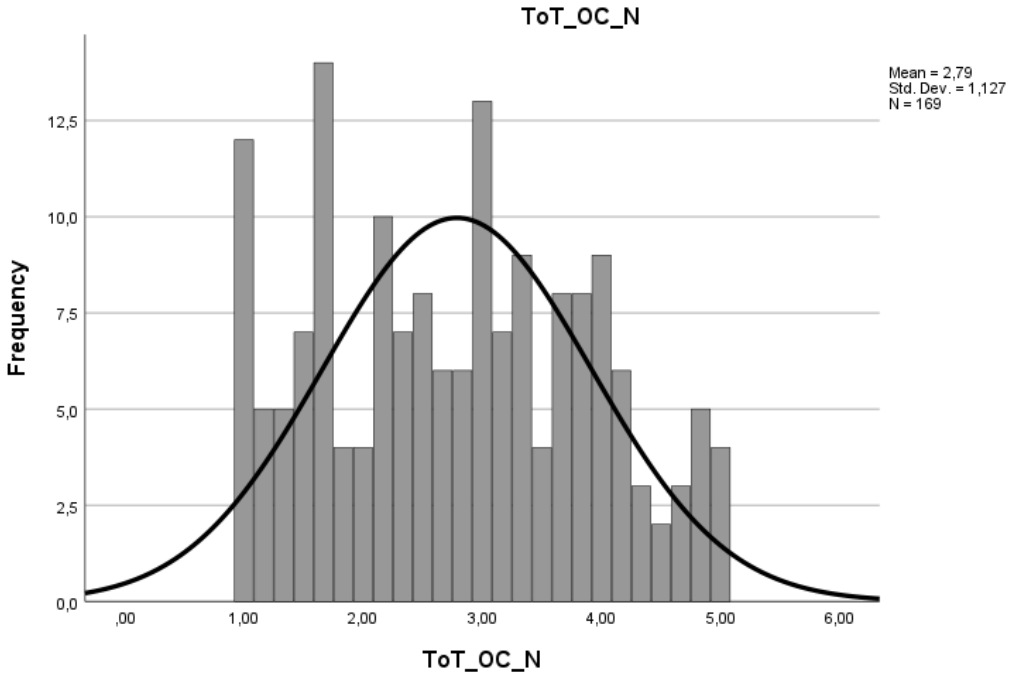


Note. *N* = 169

Normative Commitment. This sub-dimension reported a mean score of *M* = 2.79 (*SD* = .13), as displayed in Figure 31. This indicates that SA Navy personnel, on average, demonstrate relatively lower levels of normative commitment, suggesting a weaker sense of obligation to remain with their organisation. The standard deviation of 1.13 reflects considerable variability in responses, indicating a wide range of perspectives among participants regarding their perceived moral duty to stay with the organisation. The distribution shows a relatively balanced spread, suggesting a diverse set of attitudes toward normative commitment within the sample.

Figure 31

Normative Commitment Histogram



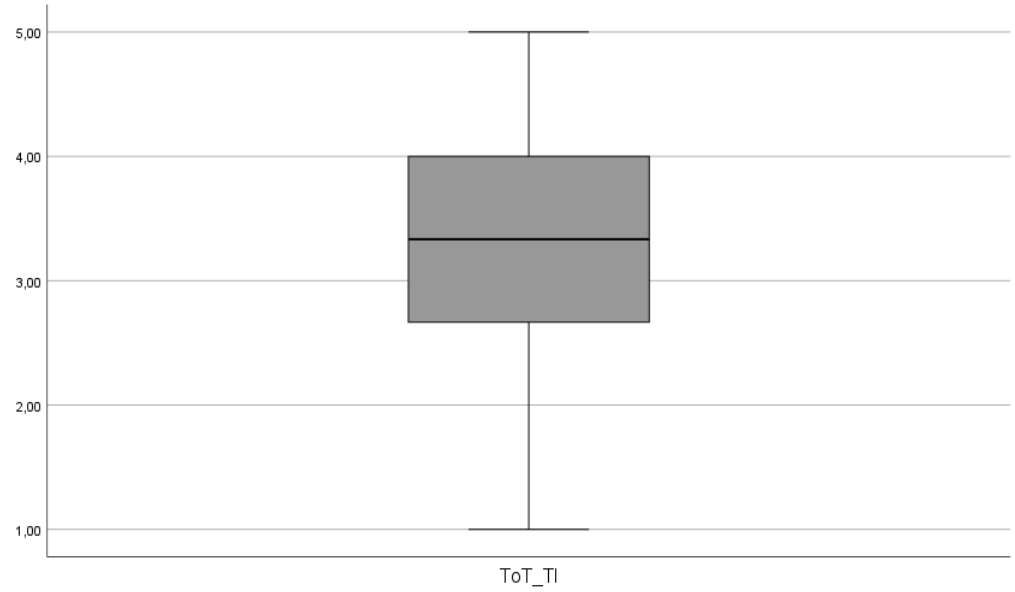
Note. *N* = 169

Statistical Overview of Turnover Intention

Visual inspection for outliers was conducted using a box plot, as depicted in Figure 32. The plot showed the distribution of the data, with no cases appearing beyond the whiskers, indicating the absence of both mild and significant outliers.

Figure 32

Turnover Intention Box Plot



Note. N = 169

In addition to the visual inspection, numerical assessment using z-scores was performed, as shown in Table 29. The analysis identified seven cases (4.1%) with z-scores exceeding 1.96, classifying them as potential outliers, while 162 cases (95.9%) were within the normal range. Since none of the identified cases posed significant deviations warranting adjustment, no transformations were applied to the dataset.

Table 29

Turnover Intention Z Score Outliers

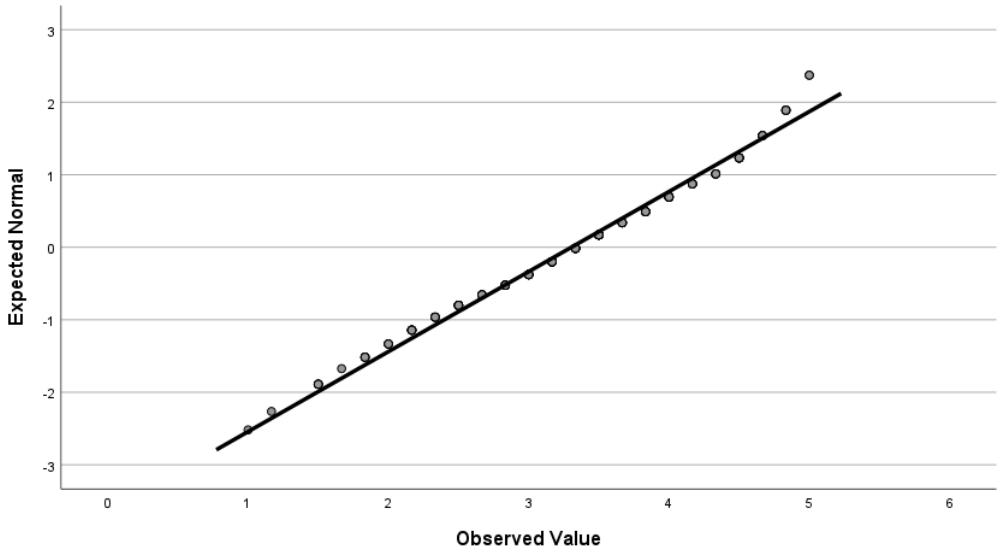
Valid	Frequency	Percent
Potential Outliers ($z > 1.96$)	7	4.1
Normal range	162	95.9

Note. $N = 169$

The Q-Q plot, as shown in Figure 33, was inspected to evaluate the normality of the distribution visually. Most data points align closely with the diagonal reference line, indicating that the distribution approximates normality. However, a few deviations are observed at the extremes, which may suggest slight departures from perfect normality.

Figure 33

Turnover Intention Q-Q Plot



Note. N = 169

Building on this, skewness and kurtosis statistics, as analysed from Table 30, were examined to further assess normality. The skewness was calculated as -.23 (*SE* = .19), indicating a slight negative skew. The kurtosis value of -.61 (*SE* = .37) suggests the distribution is marginally platykurtic, with lighter tails compared to a normal distribution. While these values indicate minor deviations, they remain within acceptable thresholds, supporting the conclusion that the distribution does not significantly deviate from normality.

Table 30

Summary of Turnover Intention

	Min	Max	Mean	SD	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Turnover Intention	1.00	5.00	3.30	.91	-.23	.19	-.61	.37

Note. N = 169

Appendix F

Item Analysis

This appendix presents the item analysis results for the measurement instrument used in this study. This process evaluates internal consistency and item-total correlations and identifies redundancy or ambiguity, balancing statistical rigour with theoretical coherence to ensure accurate construct measurement.

Openness to Experience. The reliability analysis for the openness to experience subscale, comprising 10 items, yielded a Cronbach's alpha of .655, indicating usable internal consistency. Further analysis of individual item performance, as highlighted in Table 1, identified BF_O_7 (corrected item-total correlation = .006) and BF_O_9 (corrected item-total correlation = .145) as underperforming. Removing BF_O_7 would increase Cronbach's alpha to .707, while removing BF_O_9 would increase alpha to .672. Despite the potential improvement in alpha by excluding BF_O_7, no items were removed due to the omega result of .710, indicating usable internal consistency.

Table 1

Openness to Experience Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BF_O_1	34.46	16.821	.458	.604
BF_O_2	34.26	17.920	.368	.625
BF_O_3	34.56	17.439	.389	.619
BF_O_4	34.54	17.083	.417	.612
BF_O_5	34.69	17.190	.377	.619
BF_O_6	34.76	16.792	.421	.610
BF_O_7	35.07	19.328	.006	.707
BF_O_8	34.48	17.037	.528	.598
BF_O_9	35.31	18.228	.145	.672
BF_O_10	35.41	16.374	.328	.631

Note. Cronbach's Alpha of .655 and Omega of .710 was observed.

Conscientiousness. The reliability analysis for the conscientiousness subscale, comprising 9 items, yielded a Cronbach's alpha of .802, indicating good internal consistency. Further analysis of individual item performance, as highlighted in Table 2, revealed no items with corrected item-total correlations below .3, indicating that all items contributed adequately to the scale. Additionally, the omega coefficient of .806 further corroborated the robust internal consistency.

Table 2

Conscientiousness Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BF_C_1	33.44	21.760	.481	.786
BF_C_2_R	34.10	18.591	.542	.777
BF_C_3	33.33	21.923	.513	.785
BF_C_4_R	34.04	19.266	.496	.784
BF_C_5_R	34.02	19.018	.582	.770
BF_C_6	33.62	21.272	.530	.781
BF_C_7	33.62	22.427	.432	.792
BF_C_8	33.91	20.534	.543	.777
BF_C_9_R	34.44	18.617	.487	.789

Note. Cronbach's Alpha of .802 and Omega of .806 was observed.

Extraversion. The reliability analysis for the extraversion subscale, comprising 8 items, yielded a Cronbach's alpha of .794, indicating acceptable internal consistency. Further analysis of individual item performance, as highlighted in Table 3, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .793 further corroborated the acceptable internal consistency.

Table 3

Extraversion Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BF_E_1	23.55	24.380	.557	.762
BF_E_2_R	24.36	24.053	.570	.760
BF_E_3	22.88	28.979	.325	.794
BF_E_4	22.99	27.661	.448	.780
BF_E_5_R	24.12	23.248	.681	.740
BF_E_6	23.09	28.165	.354	.792
BF_E_7_R	23.95	24.212	.562	.761
BF_E_8	23.40	25.515	.499	.772

Note. Cronbach's Alpha of .794 and Omega of .793 was observed.

Agreeableness. The reliability analysis for the agreeableness subscale, comprising 9 items, yielded a Cronbach's alpha of .772, indicating acceptable internal consistency. Further analysis of individual item performance, as highlighted in Table 4, revealed that all items had corrected item-total correlations above .3, except for BF_A_5, which had a corrected item-total correlation of .185, falling below the acceptable threshold. Removing BF_A_5 would increase Cronbach's alpha to .785. Despite the potential improvement in alpha by excluding BF_A_5, no items were removed due to the omega coefficient of .772, which further corroborated the acceptable internal consistency.

Table 4

Agreeableness Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BF_A_1_R	34.10	18.317	.474	.749
BF_A_2	33.20	20.816	.472	.753
BF_A_3_R	33.21	19.954	.495	.747
BF_A_4	33.60	19.004	.452	.752
BF_A_5	33.40	21.932	.185	.785
BF_A_6_R	34.17	17.643	.490	.748
BF_A_7	33.31	20.240	.567	.742
BF_A_8_R	33.67	17.485	.605	.725
BF_A_9	33.44	20.152	.460	.751

Note. Cronbach's Alpha of .772 and Omega of .772 was observed.

Emotional Stability. The reliability analysis for the emotional stability subscale, comprising 8 items, yielded a Cronbach's alpha of .813, indicating good internal consistency. Further analysis of individual item performance, as highlighted in Table 5, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .812 further corroborated the good internal consistency.

Table 5

Emotional Stability Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BF_N_1	25.10	26.460	.550	.790
BF_N_2_R	25.17	28.318	.588	.784
BF_N_3	25.73	27.830	.560	.787
BF_N_4	25.86	27.408	.544	.790
BF_N_5_R	25.14	28.230	.562	.787
BF_N_6	25.36	28.149	.549	.789
BF_N_7_R	24.80	31.194	.464	.802
BF_N_8	25.51	28.632	.451	.804

Note. Cronbach's Alpha of .813 and Omega of .812 was observed.

Autonomy. The reliability analysis for the autonomy subscale, comprising 5 items, yielded a Cronbach's alpha of .736, indicating acceptable internal consistency. Further analysis of individual item performance, as highlighted in Table 6, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .728 further corroborated the acceptable internal consistency.

Table 6

Autonomy Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_AU_1	12.00	9.583	.476	.699
CO_AU_2	11.95	9.694	.514	.684
CO_AU_3	12.44	9.379	.570	.663
CO_AU_4	13.02	10.261	.438	.711
CO_AU_5	12.72	9.574	.492	.693

Note. Cronbach's Alpha of .736 and Omega of .728 was observed.

Security. The reliability analysis for the security subscale, comprising 5 items, yielded a Cronbach's alpha of .702, indicating acceptable internal consistency. Further analysis of individual item performance, as highlighted in Table 7, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .760 further corroborated the acceptable internal consistency.

Table 7

Security Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_SE_1	14.95	9.586	.385	.682
CO_SE_2	15.14	9.004	.338	.714
CO_SE_3	14.87	8.519	.571	.606
CO_SE_4	14.66	9.368	.456	.655
CO_SE_5	14.60	8.586	.580	.603

Note. Cronbach's Alpha of .702 and Omega of .760 was observed.

Technical Function. The reliability analysis for the technical function subscale, comprising 5 items, yielded a Cronbach's alpha of .532, indicating poor internal consistency. Further analysis of individual item performance, as highlighted in Table 8, identified CO_TF_4 (corrected item-total correlation = .118) as underperforming, falling below the acceptable threshold of .3. Removing CO_TF_4 would increase Cronbach's alpha to .611. Despite the potential improvement in alpha by excluding CO_TF_4, no items were removed due to the omega coefficient of .710, which indicated acceptable internal consistency.

Table 8

Technical Function Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_TF_1	14.21	7.820	.324	.463
CO_TF_2	14.12	7.295	.412	.410
CO_TF_3	14.49	7.251	.326	.458
CO_TF_4	15.35	7.907	.118	.611
CO_TF_5	13.98	7.720	.388	.432

Note. Cronbach's Alpha of .532 and Omega of .710 was observed.

General Management. The reliability analysis for the general management subscale, comprising 5 items, yielded a Cronbach's alpha of .648, indicating usable internal consistency. Further analysis of individual item performance, as highlighted in Table 9, identified CO_GM_1 (corrected item-total correlation = .144) as underperforming, falling below the acceptable threshold of .3. Removing CO_GM_1 would increase Cronbach's alpha to .697. Despite the potential improvement in alpha by excluding CO_GM_1, no items were removed due to the omega coefficient of .710, which indicated acceptable internal consistency.

Table 9

General Management Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_GM_1	10.56	9.570	.144	.697
CO_GM_2	11.02	7.113	.432	.582
CO_GM_3	11.84	6.873	.509	.538
CO_GM_4	12.13	8.209	.433	.586
CO_GM_5	11.95	7.265	.507	.543

Note. Cronbach's Alpha of .648 and Omega of .710 was observed.

Entrepreneurial Creativity. The reliability analysis for the Entrepreneurial subscale, comprising 5 items, yielded a Cronbach's alpha of .781, indicating good internal consistency. Further analysis of individual item performance, as highlighted in Table 10, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .751 further corroborated the good internal consistency.

Table 10

Entrepreneurial Creativity Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_EC_1	12.24	11.744	.620	.717
CO_EC_2	12.81	11.976	.617	.719
CO_EC_3	11.99	14.821	.395	.786
CO_EC_4	12.53	13.513	.487	.762
CO_EC_5	12.42	11.316	.663	.701

Note. Cronbach's Alpha of .781 and Omega of .751 was observed.

Service Dedication. The reliability analysis for the service dedication subscale, comprising 5 items, yielded a Cronbach's alpha of .751, indicating acceptable internal consistency. Further analysis of individual item performance, as highlighted in Table 11, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .752 further corroborated the acceptable internal consistency.

Table 11

Service Dedication Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_SV_1	15.15	9.270	.505	.710
CO_SV_2	14.82	10.099	.456	.728
CO_SV_3	15.10	8.865	.540	.697
CO_SV_4	14.98	8.279	.666	.649
CO_SV_5	15.66	8.796	.439	.742

Note. Cronbach's Alpha of .751 and Omega of .752 was observed.

Pure Challenge. The reliability analysis for the pure challenge subscale, comprising 5 items, yielded a Cronbach's alpha of .703, indicating acceptable internal consistency. Further analysis of individual item performance, as highlighted in Table 12, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .740 further corroborated the acceptable internal consistency.

Table 12

Pure Challenge Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_CH_1	14.31	8.645	.417	.670
CO_CH_2	14.77	7.405	.553	.611
CO_CH_3	14.30	8.355	.472	.649
CO_CH_4	14.56	7.939	.497	.638
CO_CH_5	15.17	8.500	.363	.695

Note. Cronbach's Alpha of .703 and Omega of .740 was observed.

Lifestyle. The reliability analysis for the lifestyle subscale, comprising 5 items, yielded a Cronbach's alpha of .661, indicating usable internal consistency. Further analysis of individual item performance, as highlighted in Table 13, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .750 further corroborated the acceptable internal consistency.

Table 13

Lifestyle Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CO_LS_1	15.27	6.566	.426	.612
CO_LS_2	14.66	7.334	.505	.569
CO_LS_3	14.43	8.259	.456	.603
CO_LS_4	14.95	8.075	.329	.646
CO_LS_5	15.42	7.388	.404	.614

Note. Cronbach's Alpha of .661 and Omega of .750 was observed.

Organisational Commitment. The reliability analysis for the Organisational Commitment subscale, comprising 18 items, yielded a Cronbach's alpha of .852, indicating good internal consistency. Further analysis of individual item performance, as highlighted in Table 14, identified several items with corrected item-total correlations below .3, including OC_C_1 (.176), OC_C_4 (.026), OC_C_5 (-.111), and OC_C_6 (.090). Removing OC_C_5 would increase Cronbach's alpha to .868, while removing OC_C_4 would increase it to .863, suggesting potential reliability improvements. Despite the potential improvement in alpha by excluding these items, no items were removed due to the omega coefficient of .910, which corroborated the good internal consistency.

Table 14

Organisational Commitment Scale Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC_A_1	52.69	148.264	.649	.835
OC_A_2	52.91	157.736	398	.847
OC_A_3_R	52.68	152.969	.538	.841
OC_A_4_R	52.63	148.902	.651	.835
OC_A_5_R	52.57	153.628	.516	.842
OC_A_6	52.16	148.861	.675	.835
OC_C_1	51.91	166.153	.176	.856
OC_C_2	52.09	157.867	.371	.849
OC_C_3	52.11	160.465	.323	.850
OC_C_4	52.28	170.500	.026	.863
OC_C_5	52.29	175.279	-.111	.868
OC_C_6	52.12	168.498	.090	.860
OC_N_1_R	52.83	152.143	.573	.839
OC_N_2	52.93	152.252	.567	.840
OC_N_3	53.22	148.410	.669	.835
OC_N_4	52.59	146.899	.673	.834
OC_N_5	52.94	147.116	.697	.833
OC_N_6	52.43	148.353	.670	.834

Note. Cronbach's Alpha of .852 and Omega of .910 were observed.

Turnover Intention. The reliability analysis for the Turnover Intention subscale, comprising 6 items, yielded a Cronbach's alpha of .859, indicating good internal consistency. Further analysis of individual item performance, as highlighted in Table 15, revealed that all items had corrected item-total correlations above .3, demonstrating adequate contribution to the scale. Additionally, the omega coefficient of .865 further corroborated the good internal consistency.

Table 15

Turnover Intention Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TI_1	16.22	20.351	.743	.819
TI_2	16.27	22.545	.616	.843
TI_3	16.58	19.543	.764	.813
TI_4	16.53	19.119	.645	.843
TI_5_R	16.83	23.568	.526	.856
TI_6_R	16.70	21.555	.643	.837

Note. Cronbach's Alpha of .859 and Omega of .865 were observed.

Appendix G

Supplementary Statistical Analyses

This appendix outlines the results derived from bivariate correlation and multiple linear regression analyses, which aim to determine whether the null hypotheses associated with each stated or alternative hypothesis should be retained or rejected.

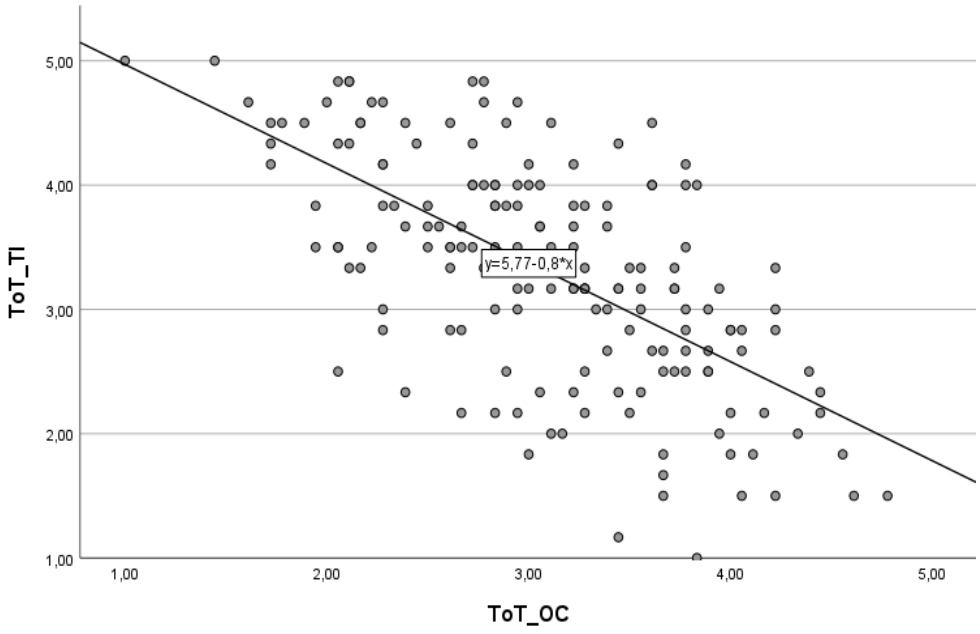
Relation between Organisational Commitment and Turnover Intention

The analysis rigorously assessed the strength and direction of the relationship, offering insights into the dynamics between these key organisational outcomes.

Hypothesis 1. The analysis revealed a moderate and statistically significant negative correlation between organisational commitment and turnover intention, $r(167) = -.64$, $p < .05$. The coefficient of determination ($r^2 = .41$), as illustrated in Figure 1, indicated that organisational commitment and turnover intention shared 41% of their variance.

Figure 1

Scatter Plot of Turnover Intention by Organisational Commitment



Note. Figure 1. Linear $r^2 = .413$

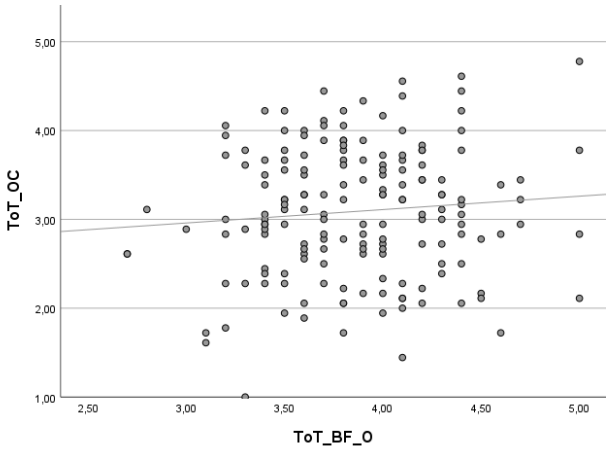
Personality Traits Relating to Organisational Commitment and Turnover Intention

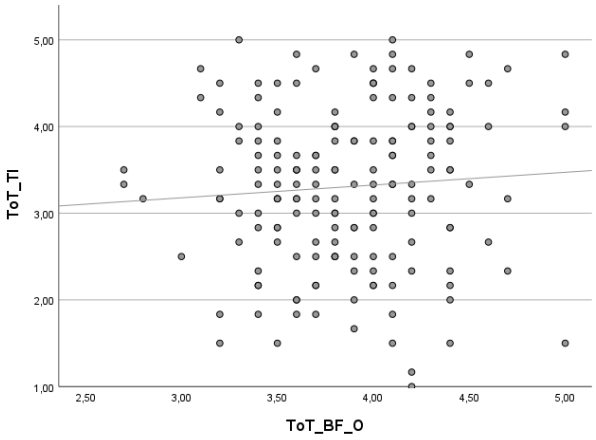
The analyses rigorously examined the strength and direction of these relationships, offering a detailed evaluation of the connections between personality traits, organisational commitment, and turnover intention.

Hypothesis 2. The analysis revealed a very weak and non-significant positive correlation between openness to experience and organisational commitment, $r(167) = .09$, 95% BCa CI [-.07, .25], $p = .23$. The coefficient of alienation ($1 - r^2 = .99$), as illustrated in Figure 2a, indicated that openness to experience and organisational commitment shared only 1% of their variance, meaning 99% of the variance in organisational commitment was not associated with openness to experience.

Figure 2

Scatter Plots of Openness to Experience





Note. Figure 2a. Linear $r^2 = .009$

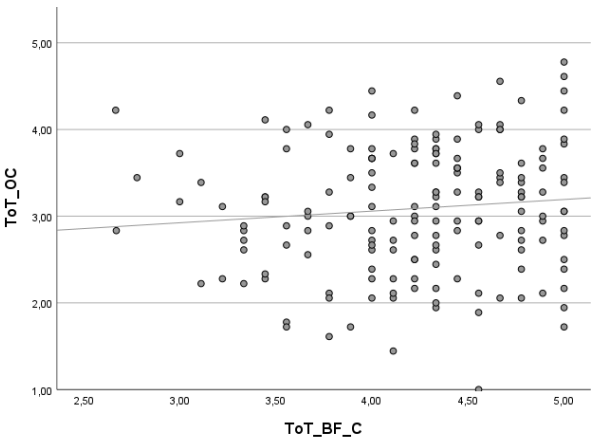
Figure 2b.Linear $r^2 = .005$

Additionally, the analysis revealed a very weak and non-significant positive correlation between openness to experience and turnover intention, $r(167) = .07$, 95% BCa CI [-.07, .22], $p = .35$. The coefficient of alienation ($1 - r^2 = .99$), as illustrated in Figure 2b, indicated that openness to experience and turnover intention shared only 1% of their variance, meaning 99% of the variance in turnover intention was not associated with openness to experience.

Hypothesis 3. The analysis revealed a very weak and non-significant positive correlation between conscientiousness and organisational commitment, $r(167) = .10$, 95% BCa CI [-.05, .27], $p = .19$. The coefficient of alienation ($1 - r^2 = .99$), as illustrated in Figure 3a, indicated that conscientiousness and organisational commitment shared only 1% of their variance, meaning 99% of the variance in organisational commitment was not associated with conscientiousness.

Figure 3

Scatter Plots of Conscientiousness



Note. Figure 3a. Linear $r^2 = .010$

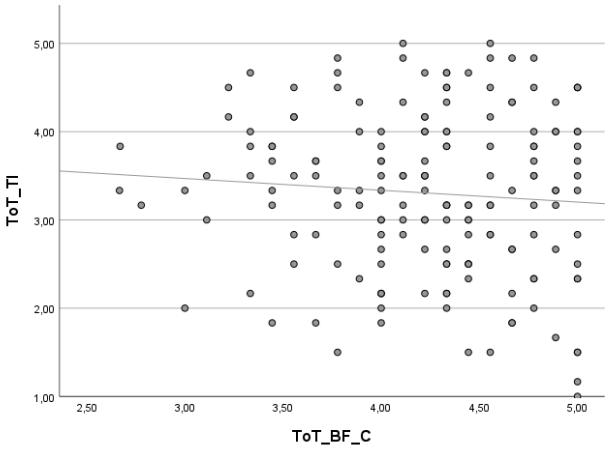


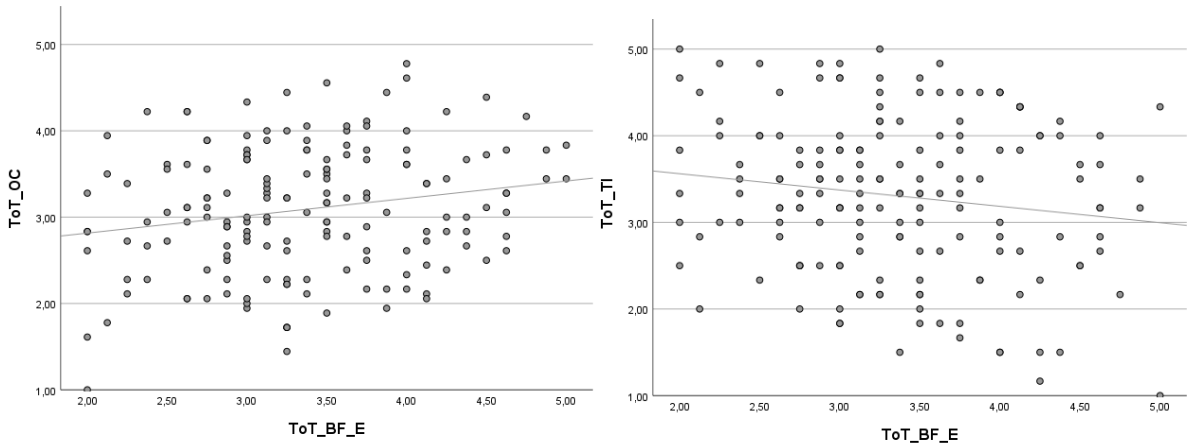
Figure 3b. Linear $r^2 = .007$

Additionally, the analysis revealed a very weak and non-significant negative correlation between conscientiousness and turnover intention, $r(167) = -.08$, 95% BCa CI [-.23, .05], $p = .30$. The coefficient of alienation ($1 - r^2 = .99$), as illustrated in Figure 3b, indicated that conscientiousness and turnover intention shared only 1% of their variance, meaning 99% of the variance in turnover intention was not associated with conscientiousness.

Hypothesis 4. The analysis revealed a weak and statistically significant positive correlation between extraversion and organisational commitment, $r(167) = .20$, 95% BCa CI [.04, .35], $p < .01$. The coefficient of determination ($r^2 = .04$), as illustrated in Figure 4a, indicated that extraversion and organisational commitment shared 4% of their variance.

Figure 4

Scatter Plots of Extraversion



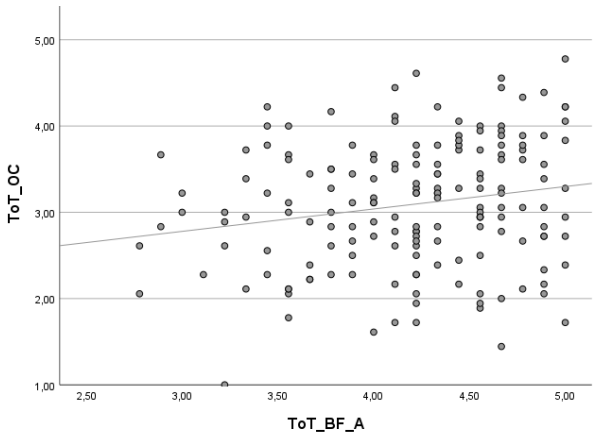
Note. Figure 4a. Linear $r^2 = .039$ Figure 4b. Linear $r^2 = .022$

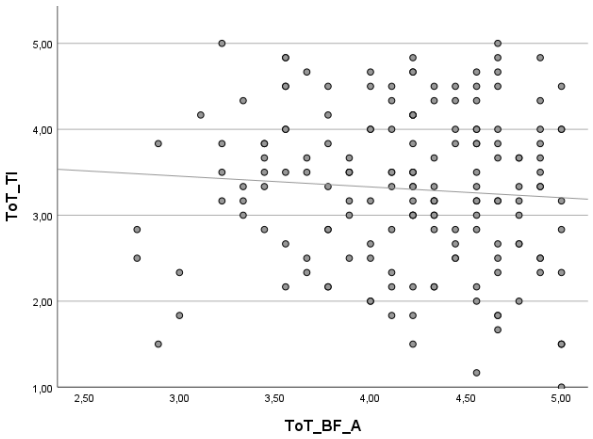
Additionally, the analysis revealed a very weak and non-significant negative correlation between extraversion and turnover intention, $r(167) = -.15$, 95% BCa CI [-.29, -.02], $p = .05$. The coefficient of alienation ($1 - r^2 = .98$), as illustrated in Figure 4b, indicated that extraversion and turnover intention shared only 2% of their variance, meaning 98% of the variance in turnover intention was not associated with extraversion.

Hypothesis 5. The analysis revealed a weak and statistically significant positive correlation between agreeableness and organisational commitment, $r(167) = .19$, 95% BCa CI [.04, .36], $p = .01$. The coefficient of determination ($r^2 = .04$), as illustrated in Figure 5a, indicated that agreeableness and organisational commitment shared 4% of their variance.

Figure 5

Scatter Plots of Agreeableness





Note. Figure 5a. Linear $r^2 = .037$

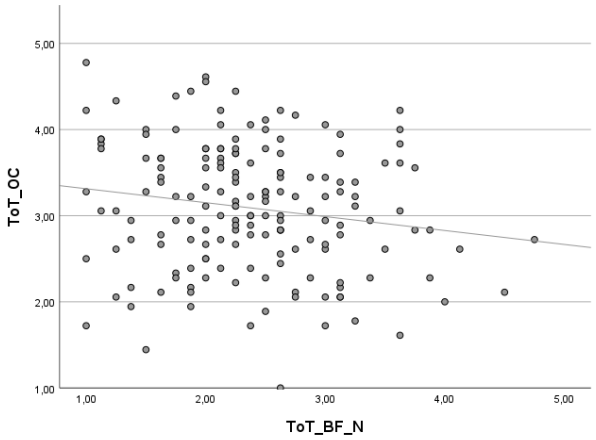
Figure 5b. Linear $r^2 = .006$

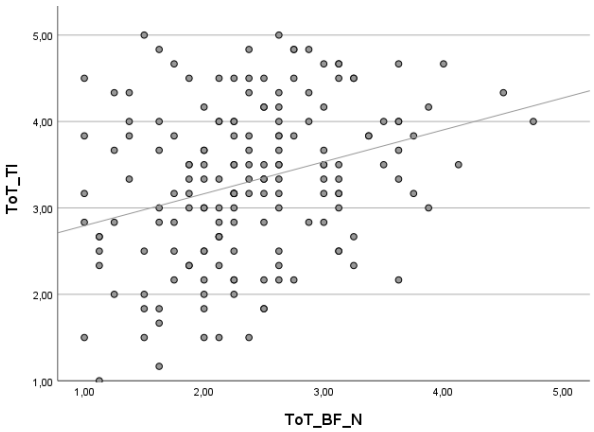
Additionally, the analysis revealed a very weak and non-significant negative correlation between agreeableness and turnover intention, $r(167) = -.08$, 95% BCa CI [-.24, .07], $p = .33$. The coefficient of alienation ($1 - r^2 = .99$), as illustrated in Figure 5b, indicated that agreeableness and turnover intention shared only 1% of their variance, meaning 99% of the variance in turnover intention was not associated with agreeableness.

Hypothesis 6. The analysis revealed a very weak and statistically significant negative correlation between neuroticism (opposite of emotional stability) and organisational commitment, $r(167) = -.17$, 95% BCa CI [-.31, -.02], $p = .03$. The coefficient of determination ($r^2 = .03$), as illustrated in Figure 6a, indicated that neuroticism and organisational commitment shared 3% of their variance.

Figure 6

Scatter Plots of Neuroticism





Note. Figure 6a. Linear $r^2 = .028$ Figure 6b. Linear $r^2 = .096$

Additionally, the analysis revealed a weak and statistically significant positive correlation between neuroticism (opposite of emotional stability) and turnover intention, $r(167) = .31$, 95% BCa CI [.16, .44], $p < .001$. The coefficient of determination ($r^2 = .10$), as illustrated in Figure 6b, indicated that neuroticism and turnover intention shared 10% of their variance.

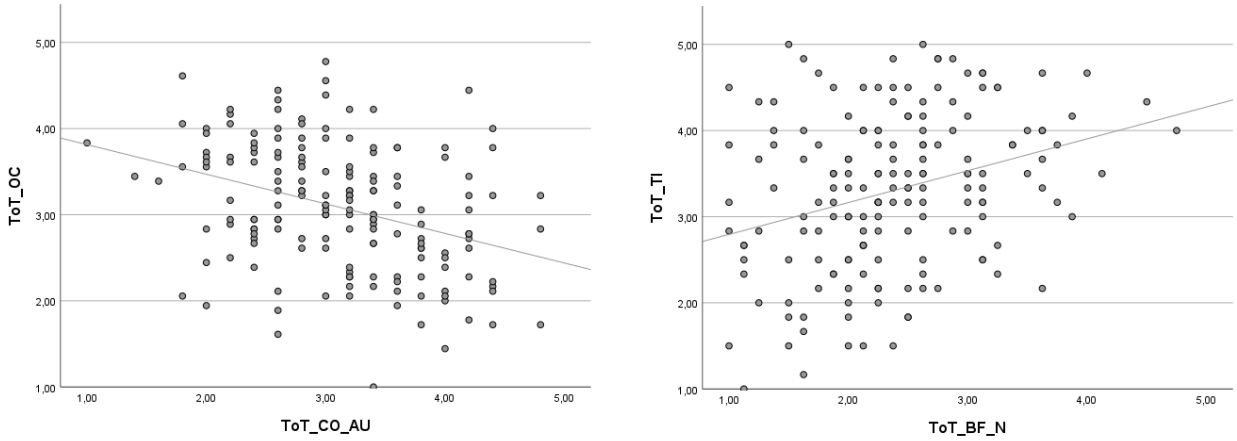
Career Anchors Relating to Organisational Commitment and Turnover Intention

The analyses assessed the strength and direction of the relationships between career anchors, organisational commitment, and turnover intention, providing insights into how career anchors relate to these organisational outcomes.

Hypothesis 7. The analysis revealed a moderate and statistically significant negative correlation between autonomy and organisational commitment, $r(167) = -.35$, 95% BCa CI [-.49, -.22], $p < .001$. The coefficient of determination ($r^2 = .12$), as illustrated in Figure 7a, indicated that autonomy and organisational commitment shared 12% of their variance.

Figure 7

Scatter Plots of Autonomy



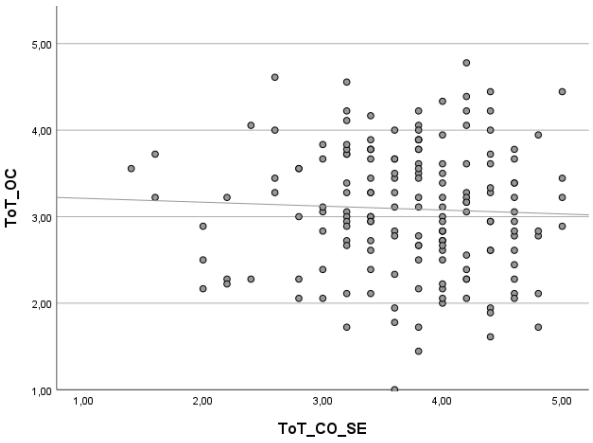
Note. Figure 7a. Linear $r^2 = .126$ Figure 7b. Linear $r^2 = .094$

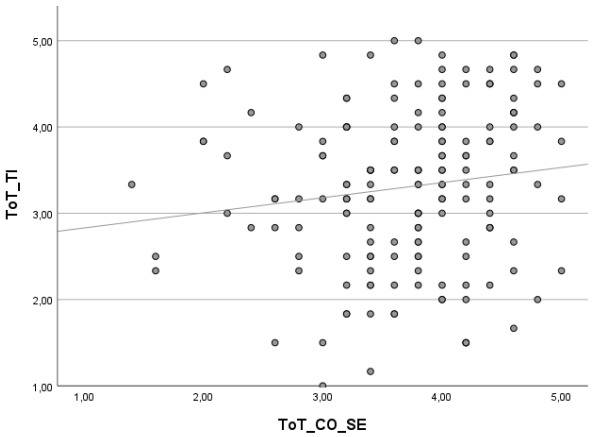
Additionally, the analysis revealed a weak and statistically significant positive correlation between autonomy and turnover intention, $r(167) = .31$, 95% BCa CI [.16, .46], $p < .001$. The coefficient of determination ($r^2 = .10$), as illustrated in Figure 7b, indicated that autonomy and turnover intention shared 10% of their variance.

Hypothesis 8. The analysis revealed a very weak and non-significant positive correlation between security and organisational commitment, $r(167) = .04$, 95% BCa CI [-.19, .11], $p = .56$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 8a, indicated that security and organisational commitment shared less than 1% of their variance, meaning nearly 100% of the variance in organisational commitment was not associated with security.

Figure 8

Scatter Plots of Security





Note. Figure 8a. Linear $r^2 = .002$

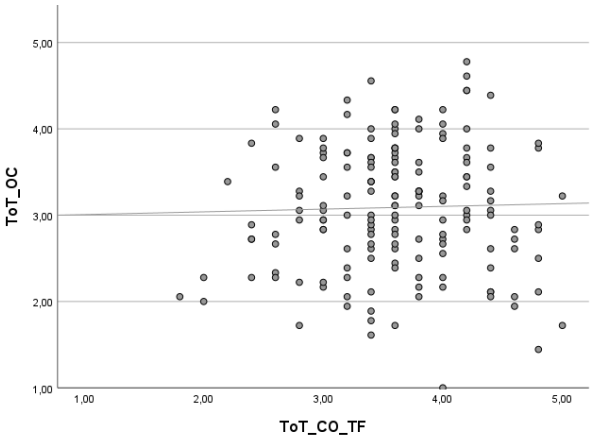
Figure 8b. Linear $r^2 = .020$

Additionally, the analysis revealed a very weak and non-significant positive correlation between security and turnover intention, $r(167) = .14$, 95% BCa CI [-.01, .27], $p = .07$. The coefficient of alienation ($1 - r^2 = .98$), as illustrated in Figure 8b, indicated that security and turnover intention shared only 2% of their variance, meaning 98% of the variance in turnover intention was not associated with security.

Hypothesis 9. The analysis revealed a very weak and non-significant positive correlation between technical and functional competence and organisational commitment, $r(167) = .03$, 95% BCa CI [-.15, .22], $p = .72$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 9a, indicated that technical and functional competence and organisational commitment shared less than 1% of their variance, meaning nearly 100% of the variance in organisational commitment was not associated with technical and functional competence.

Figure 9

Scatter of Technical and Functional



Note. Figure 9a. Linear $r^2 = .0007959$

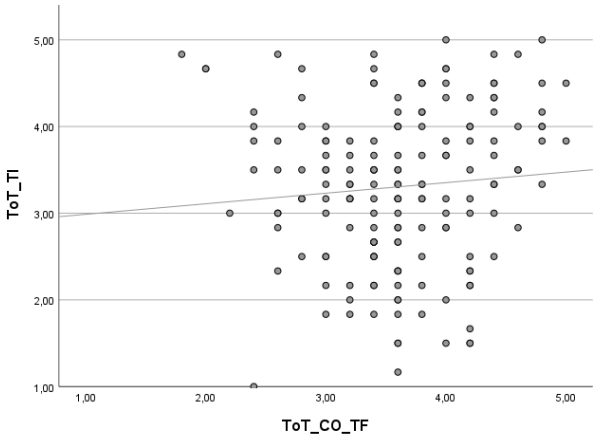


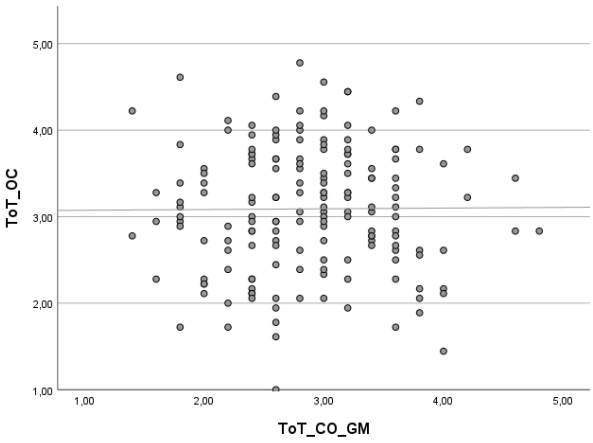
Figure 9b. Linear $r^2 = .008$

Additionally, the analysis revealed a very weak and non-significant positive correlation between technical and functional competence and turnover intention, $r(167) = .09$, 95% BCa CI [-.07, .23], $p = .26$. The coefficient of alienation ($1 - r^2 = .99$), as illustrated in Figure 9b, indicated that technical and functional competence and turnover intention shared only 1% of their variance, meaning 99% of the variance in turnover intention was not associated with technical and functional competence.

Hypothesis 10. The analysis revealed a very weak and non-significant positive correlation between general management and organisational commitment, $r(167) = .01$, 95% BCa CI [-.13, .15], $p = .92$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 10a, indicated that general management and organisational commitment shared less than 1% of their variance, meaning nearly 100% of the variance in organisational commitment was not associated with general management.

Figure 10

Scatter Plots of General Management



Note. Figure 10a. Linear $r^2 = .00005848$

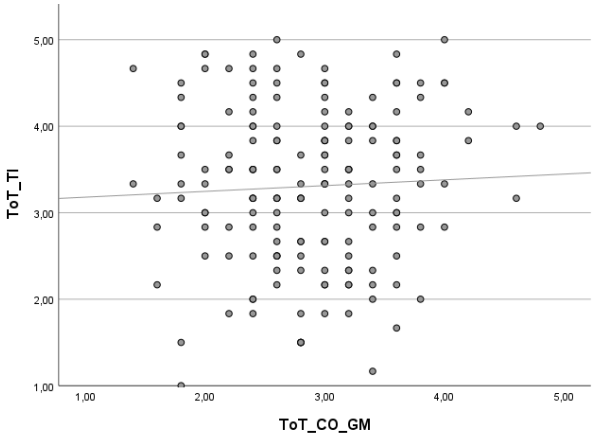


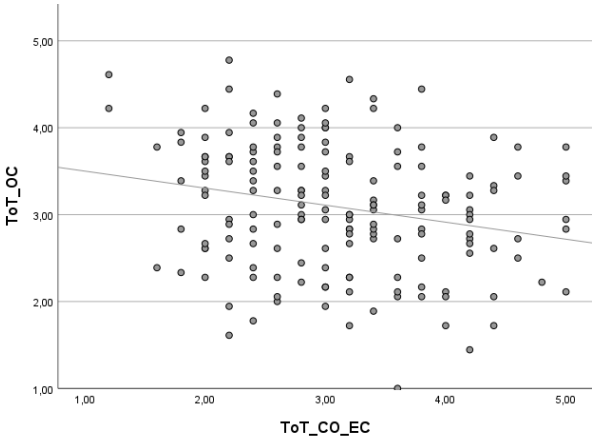
Figure 10b. Linear $r^2 = .002$

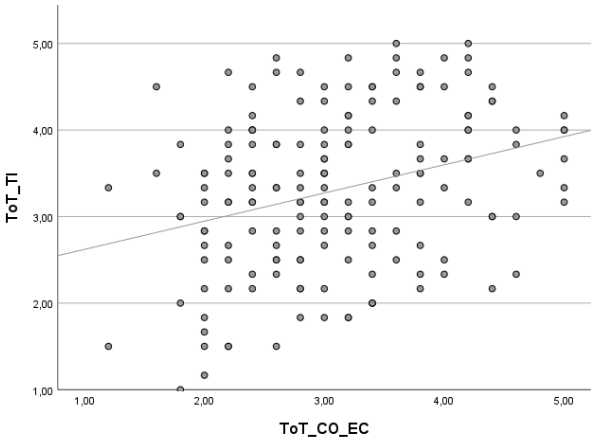
Additionally, the analysis revealed a very weak and non-significant positive correlation between general management and turnover intention, $r(167) = .05$, 95% BCa CI [-.09, .19], $p = .52$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 10b, indicated that general management and turnover intention shared less than 1% of their variance, meaning nearly 100% of the variance in turnover intention was not associated with general management.

Hypothesis 11. The analysis revealed a very weak and statistically significant negative correlation between entrepreneurial creativity and organisational commitment, $r(167) = -.23$, 95% BCa CI [-.36, -.09], $p < .001$. The coefficient of determination ($r^2 = .05$), as illustrated in Figure 11a, indicated that entrepreneurial creativity and organisational commitment shared 5% of their variance.

Figure 11

Scatter Plots of Entrepreneurial Creativity





Note. Figure 11a. Linear $r^2 = .054$

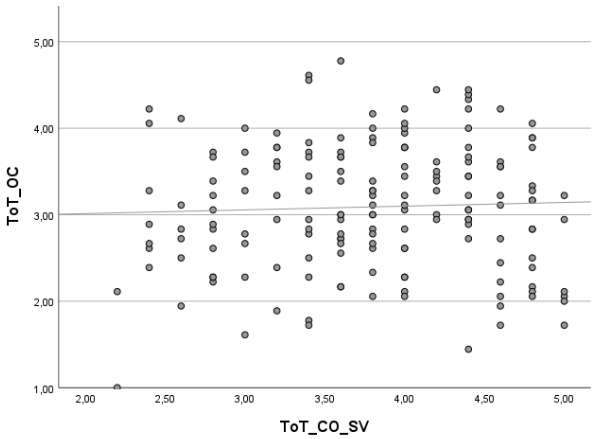
Figure 11b. Linear $r^2 = .097$

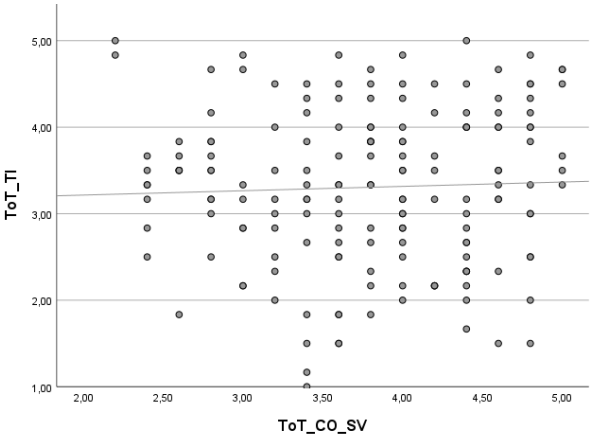
Additionally, the analysis revealed a weak and statistically significant positive correlation between entrepreneurial creativity and turnover intention, $r(167) = .31$, 95% BCa CI [.18, .43], $p < .001$. The coefficient of determination ($r^2 = .10$), as illustrated in Figure 11b, indicated that entrepreneurial creativity and turnover intention shared 10% of their variance.

Hypothesis 12. The analysis revealed a very weak and non-significant positive correlation between service and dedication to a cause and organisational commitment, $r(167) = .04$, 95% BCa CI [-.12, .20], $p = .58$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 12a, indicated that service and dedication to a cause and organisational commitment shared less than 1% of their variance, meaning nearly 100% of the variance in organisational commitment was not associated with service and dedication to a cause.

Figure 12

Scatter Plots of Service and Dedication





Note. Figure 12a. Linear $r^2 = .002$

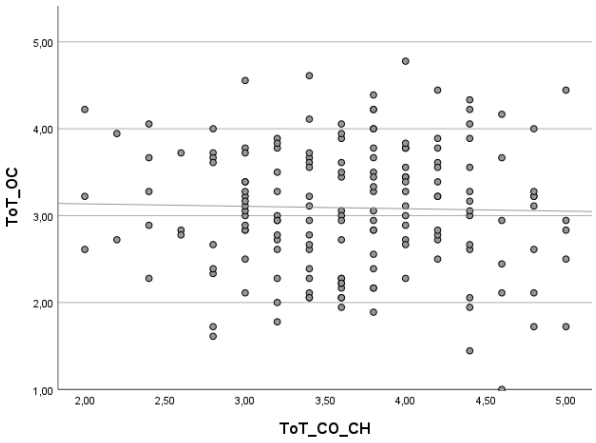
Figure 12b. Linear $r^2 = .002$

Additionally, the analysis revealed a very weak and non-significant positive correlation between service and dedication and turnover intention, $r(167) = .04$, 95% BCa CI [-.11, .18], $p = .60$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 12b, indicated that service and dedication to a cause and turnover intention shared less than 1% of their variance, meaning nearly 100% of the variance in turnover intention was not associated with service and dedication to a cause.

Hypothesis 13. The analysis revealed a very weak and non-significant negative correlation between pure challenge and organisational commitment, $r(167) = -.03$, 95% BCa CI [-.18, .14], $p = .73$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 13a, indicated that pure challenge and organisational commitment shared less than 1% of their variance, meaning nearly 100% of the variance in organisational commitment was not associated with pure challenge.

Figure 13

Scatter Plots of Pure Challenge



Note. Figure 13ba. Linear $r^2 = .0006934$

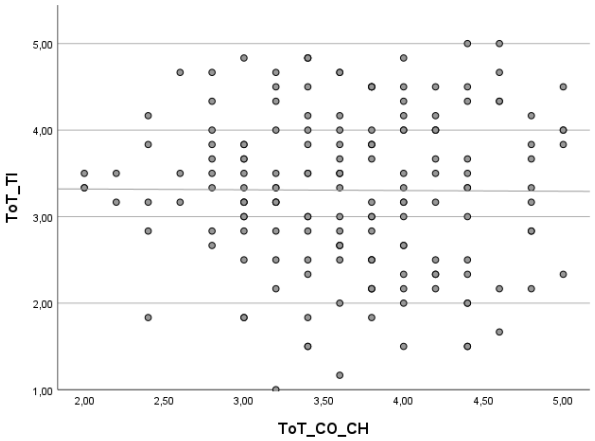


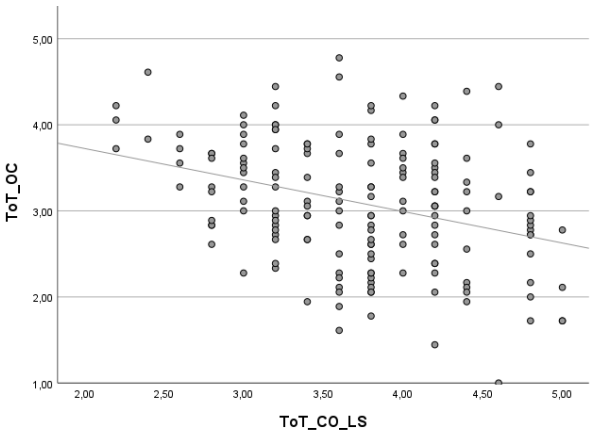
Figure 13b. Linear $r^2 = .0000442$

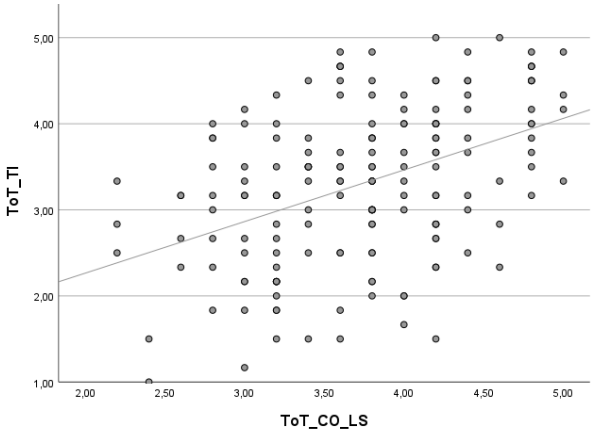
Additionally, the analysis revealed a very weak and non-significant negative correlation between pure challenge and turnover intention, $r(167) = -.01$, 95% BCa CI [-.14, .11], $p = .93$. The coefficient of alienation ($1 - r^2 = 1.00$), as illustrated in Figure 13b, indicated that pure challenge and turnover intention shared less than 1% of their variance, meaning nearly 100% of the variance in turnover intention was not associated with pure challenge.

Hypothesis 14. The analysis revealed a moderate and statistically significant negative correlation between lifestyle and organisational commitment, $r(167) = -.33$, 95% BCa CI [-.45, -.18], $p < .001$. The coefficient of determination ($r^2 = .11$), as illustrated in Figure 14a, indicated that lifestyle and organisational commitment shared 11% of their variance.

Figure 14

Scatter Plots of Lifestyle





Note. Figure 14a. Linear $r^2 = .109$

Figure 14b. Linear $r^2 = .190$

Additionally, the analysis revealed a moderate and statistically significant positive correlation between lifestyle and turnover intention, $r(167) = .44$, 95% BCa CI [.31, .54], $p < .001$. The coefficient of determination ($r^2 = .19$), as illustrated in Figure 14b, indicated that lifestyle and turnover intention shared 19% of their variance.

Personality Traits and Career Anchors Predicting Organisational Commitment

The analyses examined the predictive power of both personality traits and career anchors, providing insights into their influence on organisational commitment within this context.

Hypothesis 15. To test this hypothesis, two separate multiple linear regression analyses were performed to assess the extent to which personality traits and career anchors influenced organisational commitment.

Personality Traits ($H_{15}a$). Multiple linear regression analysis was conducted to examine whether personality traits significantly predict organisational commitment. Organisational commitment, measured as the dependent variable using the Organisational Commitment Scale, was regressed on the Big Five personality traits. The results, as illustrated in Table 1, indicated that the overall regression model was statistically significant, $F(5, 163) = 2.31$, $p = .046$, and valid.

Table 1

Model Summary for Organisational Commitment Regressed on Personality Traits

					Change Statistics				
Model	R	R^2	ΔR^2	Std. Error of the Estimate	Δr^2	F Change	df_1	df_2	Sig. F Change
1	.26[a]	.07	.04	.72	.07	2.31	5	163	.046

Note. a indicates the correlation coefficient for the model.

Table 2

Analysis of Variance for the Regression Model Predicting Organisational Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.95	5	1.19	2.31	.046
Residual	83.83	163	.51		
Total	89.78	168			

Note. Sample size is $N = 169$

While the overall model demonstrates statistical significance, none of the individual personality traits were identified as significant predictors of organisational commitment. The associations between each personality trait and organisational commitment, as presented in Table 3, are detailed below.

Table 3

Personality Traits as Predicters of Organisational Commitment

Predictors	*B*	Std. Error	*β*	*t*	*p*	95% CI [a]	
						Low	Up
Openness	.02	.14	.01	.12	.902	-.25	.29
Conscientiousness	-.07	.13	-.05	-.55	.584	-.32	.18
Extraversion	.15	.09	.15	1.79	.075	-.01	.32
Agreeableness	.19	.12	.14	1.58	.117	-.05	.44
Emotional Stability	.08	.09	.08	.87	.387	-.10	.25

Note. Sample size is $N = 169$. [a] Confidence Interval (95%).

$^{*}p < .05$. $^{**}p < .01$ *(two-tailed)*.

Career Anchors (H15b). Multiple linear regression analysis was conducted to assess the predictive impact of career anchors on organisational commitment. The dependent variable, organisational commitment, was regressed on the eight career anchors. The results, as illustrated in Table 4, indicated that the overall regression model was statistically significant, $F(8, 160) = 5.67$, $p < .001$, and valid.

Table 4

Model Summary for Organisational Commitment Regressed on Career Anchors

Model	*R*	R^2	ΔR^2	Std. Error of Estimate	Change Statistics				
					Δr^2	F Change	df_1	df_2	Sig. F Change
1	47[a]	.22	.18	.66	.22	5.67	8	160	.001

Note. a indicates the correlation coefficient for the model.

Table 5

Analysis of Variance for the Regression Model Predicting Organisational Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.84	8	2.48	5.67	.001
Residual	69.94	160	.44		
Total	89.78	168			

Note. Sample size is $N = 169$

Although the overall model is significant, only autonomy ($p < .05$) and lifestyle ($p < .05$) emerged as statistically significant individual predictors of organisational commitment. The relationships between career anchors and organisational commitment, ordered by effect size according to beta coefficients, are presented in Table 6 below.

Table 6

Career Anchors as Predictors of Organisational Commitment

Predictors	B	Std. Error	β	t	p	95% CI [a] Low	95% CI [a] Up
Autonomy	-.25	.09	-.26	-2.92	.004*	-.42	-.08
Security	.04	.08	.03	.42	.676	-.13	.20
Technical/Functional	.12	.10	.10	1.23	.222	-.07	.31
General Management	.11	.09	.10	1.25	.213	-.07	.29
Entrepreneurial	-.06	.08	-.07	-.73	.468	-.22	.10
Service/Dedication	.18	.09	.18	1.92	.057	-.01	.36
Challenge	-.01	.10	-.01	-.10	.917	-.22	.19
Lifestyle	-.35	.11	-.31	-3.16	.002*	-.56	-.13

Note. Sample size is $N = 169$. [a] Confidence Interval (95%).

$p < .05$. **$p < .01$ *(two-tailed)*.

Personality Traits and Career Anchors Predicting Turnover Intention

The analyses evaluated the predictive power of both personality traits and career anchors, offering insights into their impact on turnover intention within this organisational context.

Hypothesis 16. To evaluate this hypothesis, two separate multiple linear regression analyses were conducted to examine the extent to which personality traits and career anchors contributed to explaining variance in turnover intention.

Personality Traits ($H_{16}a$). Multiple linear regression analysis was conducted to examine whether personality traits significantly predict turnover intention. Turnover intention, measured as the dependent variable using the Turnover Intention Scale, was regressed on the Big Five personality traits. The results, as illustrated in Table 7, indicated that the overall regression model was statistically significant and valid, $F(5, 163) = 4.94$, $p < .001$.

Table 7

Model Summary for Turnover Intention Regressed on Personality Traits

				Std.	Change Statistics				
				Error of		F			Sig. F
Model	*R*	R^2	ΔR^2	Estimate	Δr^2	Change	df_1	df_2	Change
1	.36[a]	.13	.10	.86	.13	4.94	5	163	.001

Note. a indicates the correlation coefficient for the model.

Table 8

Analysis of Variance for the Regression Model Predicting Turnover Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.15	5	3.63	4.94	.001
Residual	119.85	163	.74		
Total	138.00	168			

Note. Sample size is $N = 169$

Although the overall model is significant, only openness to experience ($p < .05$) and emotional stability ($p < .01$) emerged as statistically significant individual predictors of turnover intention. The relationships between each personality trait and turnover intention, ordered by effect size based on beta coefficients, are summarised in Table 9 below.

Table 9

Personality Traits as Predicters of Turnover Intention

Predictors	*B*	Std. Error	*β*	*t*	*p*	95% CI[a] Low	Up
Openness	.34	.16	.17	2.07	.040*	.02	.66
Conscientiousness	.06	.15	.03	.38	.705	-.24	.36
Extraversion	-.17	.10	-.14	-1.67	.096	-.37	.03
Agreeableness	.12	.15	.07	.78	.435	-.18	.41
Emotional Stability	-.42	.11	-.35	-3.98	.001**	-.63	-.21

Note. Sample size is $N = 169$. [a] Confidence Interval (95%).

$p < .05$. **$p < .01$ *(two-tailed)*.

Career Anchors ($H_{16}b$). Multiple linear regression analysis was conducted to assess the predictive power of career anchors on turnover intention. Turnover intention, measured as the dependent variable, was regressed on the eight career anchors. The results, as illustrated in Table 10, indicated that the overall regression model was statistically significant and valid, $F(8, 160) = 7.42$, $p < .001$.

Table 10

Model Summary for Turnover Intention Regressed on Career Anchors

Model	*R*	R^2	ΔR^2	Std. Error of Estimate	Change Statistics Δr^2	F Change	df_1	df_2	Sig. F Change
1	.52[a]	.27	.23	.79	.27	7.42	8	160	.001

Note. a indicates the correlation coefficient for the model.

Table 11

Analysis of Variance for the Regression Model Predicting Turnover Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	37.34	8	4.67	7.42	.001
Residual	100.66	160	0.63		
Total	138.00	168			

Note. Sample size is $N = 169$

Although the overall model is significant, only lifestyle ($p < .01$) and pure challenge ($p < .05$) emerged as statistically significant individual predictors of turnover intention. The relationships between career anchors and turnover intention, ranked by effect size according to beta coefficients, are presented in Table 12 below.

Table 12

Career Anchors Predicters of Turnover Intention

Predictors	*B*	Std. Error	*β*	*t*	*p*	95% CI[a] Low	Up
Autonomy	.11	.10	.09	1.06	.289	-.09	.31
Security	-.02	.10	-.02	-.21	.837	-.22	.18
Technical/Functional	.07	.11	.05	.64	.526	-.15	.30
General Management	-.06	.11	-.05	-.58	.566	-.27	.15
Entrepreneurial	.19	.10	.18	1.97	.051	-.00	.39
Service/Dedication	-.12	.11	-.09	-1.07	.288	-.33	.10
Challenge	-.31	.12	-.24	-2.49	.014*	-.56	-.06
Lifestyle	.59	.13	.43	4.50	.001**	.33	.85

Note. Sample size is $N = 169$. [a] Confidence Interval (95%).

$p < .05$. **$p < .01$ *(two-tailed)*.

"Lead with courage, empathy and wisdom.
Never forget that our strength lies in our people, our diversity
and our collective commitment to excellence"

Rear Admiral Musawenkosi Nkomonde