

UNIVERSITY OF KWAZULU-NATAL

**Factors Affecting Job Satisfaction of Workers at “Ulwandle” Municipal
Health Department.**

By

Xolani J Mhlongo

Student Number: 207525241

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And

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Supervisor: Mr Stephen Msomi

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DECLARATION

I Xolani Mhlongo declare that:

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

(Student Number: 207525241)

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ABSTRACT

Ulwandle Municipal Health Department confronts significant challenges in satisfying the needs of its highly skilled and specialised employees and thereby retaining their services. The motivation of the study was based on the fact that the Department sought answers as to why staff members are in other departments are loyal to the municipality, while many staff within the Health Department resign after less than five years. This study aimed to investigate in closer detail the challenges faced by Ulwandle Municipal Health Department with regard to employee job satisfaction; it sought to identify factors that cause both job satisfaction and dissatisfaction. The focus of the study was the supervision and leadership style, salaries and benefits, recognition for accomplishments, internal promotion and personal growth at Ulwandle Municipal Health Department; the study further sought to determine whether each of these factors was related to the others. The population of interest was all environmental health employees at Ulwandle Municipal Health Department; the sample was selected randomly to represent the study population. The research question was answered through the administration of a structured multiple choice research questionnaire (MSQ). The data analysis process was completed using the Statistical Package for the Social Sciences (SPSS). The results of this study found that demographics did not have a major influence on respondents' perceptions of job satisfaction. Based on the findings, most employees are not satisfied with management styles. Issues giving rise to dissatisfaction include unfair treatment of individuals, supervisors not providing positive feedback, a lack of trust between employees and supervisors and the belief that supervisors lack leadership skills.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The shortage of skills in South Africa puts pressure on organisations to retain capable and reliable human capital. In an effort to retain essential skills, organisations need to ensure employee job satisfaction. Job satisfaction is reflected in positive working conditions which in turn influence employees to stay with their current employers instead of looking elsewhere (Singler, 2009).

Ulwandle Municipal Health Department has prioritised human resources and regards employees as an important factor in the achievement of effective service delivery. For this reason, the Department has sought to ensure the well-being of staff members in order to retain their skills and knowledge to ensure sustainability and to enable continued achievements.

While job satisfaction poses a challenge to most organisations, this is particularly true for those in specialized and service industries such as government departments. Ulwandle Municipal Health Department confronts significant challenges in keeping its highly skilled and specialised employees satisfied and thereby retaining them. This study aimed to investigate in closer detail the challenges faced by the Department with regard to job satisfaction.

This chapter provides an overview of the topic, and the motivation for the study and its aims and objectives. The focus areas of the study are highlighted and the problem statement is introduced to identify the problem this study aims to address. The research question is also outlined, as well as the aims and objectives of the study and its limitations.

1.2 Background to the Study

Ulwandle Municipal Health Department is divided into two Administrative Sections, which is the Environmental Health Department and Clinical Health Department. Each department is responsible for its own planning and control, but Environmental Health Department is faced with the challenge of retaining staff members that it why the environmental health department was chosen for the study, rather than Clinical department.

Ulwandle Municipal Health Department has sought to understand why certain staff members are loyal to the organisation and achieve long service awards; however, staff turnover remains a challenge since the development of a performance management guide for municipalities in 2001. The Department has therefore attempted to ensure the wellbeing of staff members in order to retain skills and knowledge to ensure sustainability and continued achievements. It prioritises human resources and regards employees as an important factor in ensuring effective service delivery.

Ulwandle Municipal Health Department, which is responsible for providing municipal health services within the region, has been confronted by worker grievances which have resulted in poor employee performance and high staff turnover. The Department has prioritised human resources and regards employees as an important factor contributing to the achievements of the organisation. It has therefore endeavoured to ensure the well-being of staff members in order to retain skills and knowledge to ensure sustainability and continued achievements.

1.2.1 Significance of the study

This study will provide the organisation with valuable knowledge on the effects of job satisfaction on the business of the Department as well as on staff retention. The results of the study will identify areas for improvement, enhancing the working environment and decreasing the rate of staff turnover.

This study will benefit the Human Resources Department through identifying areas of concern relating to job satisfaction which would add value at the Ulwandle Municipal Health Department. This will be of direct benefit to departmental employees and will also enlighten senior management on the key areas of concern, which represents valuable information for future decision-making.

1.2.2 Job satisfaction

Crow and Hartman (1995) note, that, employees who experience job satisfaction are more productive and beneficial to an organisation than those that are dissatisfied. By determining the factors that influence job satisfaction at Ulwandle Municipal Health Department, the organisation will be able to monitor and stimulate job satisfaction levels and market these factors to prospective employees for the good of the Department.

1.2.3 Staff retention

High staff turnover levels are of concern for any organisation as they result in work disruption and have implications for staff morale and the organisational culture. According to Becker (1992), employees who are not satisfied with their job are likely to leave the organisation. Ulwandle Municipal Health Department has therefore focused on retaining experienced and hardworking employees as well as attracting skilled and knowledgeable potential employees.

1.3 Motivation for the Study

The Department has continuously looked for answers as to why staff members in other departments are loyal to the municipality, while many staff within the Health Department resign after less than five years. This study will provide the department with valuable knowledge on the influence of job satisfaction on the business as well as staff retention. It will also provide this department with information on areas for improvement in order to enhance the work environment and decrease the rate of staff turnover.

1.4 Focus of the Study

The focus of this study was supervision and leadership style, salaries and benefits, recognition for accomplishments, internal promotion, personal growth and employee's demographics at Ulwandle Municipal Health Department. The study also sought to establish whether each of these factors was related to the others.

1.5 Exit interview

The organisation conducts exit interview with employees who have voluntarily decided to leave. These employees can provide valuable information about the work environment that might not otherwise be available (Grobler et al., 2007). Grobler et al. (2000) were of the opinion that the success of the exit interview depends largely on the employees' belief that their responses will not affect the employer's response to future reference requests. Page and Meyer (2000) believe that, to obtain the employees cooperation, the interviewer should be someone from the Human Resource Department and definitely not the immediate supervisor.

This study excluded exit interviews conducted by this department because the researcher recognises that, the records of exit interviews that were available did not precisely match the number of employees who have decided to leave the department and decided to disregard it, as the discrepancy between the target population and the exit interview was enormous.

1.6 Problem Statement

Ulwandle Municipal Health Department is faced with an exodus of highly skilled and specialised employees. Exit interviews have established that job satisfaction is one of the main reasons for resignations.

1.7 Aim of the study

The issue of job satisfaction poses a challenge to most organisations but more especially organisations in specialized and service industries such as health departments. Ulwandle Municipal Health Department is faced with an exodus of highly skilled and specialised employees. Exit interviews have identified job satisfaction as one of the factors contributing to resignations in this department. Therefore the question which this research study aims to answer is: What are the factors that influence job satisfaction at Ulwandle Municipal Health Department?

1.8 Objectives of the study

The objectives of this study are:

- To investigate the relationship between age, gender, experience and job satisfaction;
- To investigate whether employees are satisfied with the supervision and leadership style;
- To investigate whether employees are satisfied with salaries and benefits; and
- To investigate whether responsibility, recognition and advancement contribute to job satisfaction.
- To make recommendations to Ulwandle Municipal Health Department.

1.9 Research Questions

The questions which this research study aims to answer are:

- What are the factors that influence job satisfaction at Ulwandle Municipal Health Department?
- What is the relationship between age, gender, and experience and job satisfaction?
- Are employees satisfied with supervision and leadership style?
- Are employees satisfied with salaries and benefits?
- Does responsibility, recognition and advancement contribute to job satisfaction?

1.10 Outline of the Study

This study adopted a method that provided a logical flow of the research process. The study is presented in five chapters as follows:

- Chapter one provides an introduction to the research problem, the motivation for the study, its focus and the research question to be addressed. The objectives and limitations of the study are also identified.
- Chapter two presents a literature review, which focuses on both local and international literature on job satisfaction, including theories relating to motivation, job satisfaction, and related variables. The factors affecting job satisfaction are also discussed in this chapter.
- Chapter three addresses the various research methods employed in this study and the rationale for selecting these methods.
- Chapter four presents; interprets and discusses the results. This chapter is divided into two sections; the demographic profile of the respondents and the findings related to the objectives of the study. The results are discussed in line with the objectives of this study and compared with studies related to job satisfaction to identify similarities and differences.
- Chapter five presents the conclusions drawn and recommendations arising from the study. The limitations of the study are also discussed.

1.11 Summary

This chapter explained the motivation and the research question for this study as well as its focus. The aim and objectives of the study were also discussed. The methodology employed to collect and analyse the data was also introduced.

In order to be able to answer the research question and understand the factors influencing job satisfaction, a literature review is presented in the following chapter. Chapter three will further discuss the methodology that was employed, while chapter four will present the results of the study, with the last chapter devoted to conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Grobler et al. (2007) were of the opinion that successful organisations have people in the right position at the right time with the right skill and attitudes; this underlines the fact that employees are a valuable resource. Jones and George (2008) concurred with this notion and added that human capital is one of the most important resources in a business, because this resource has a tendency to influence competitive advantage by contributing to the production and distribution of goods and services. Bryant-Kutcher, Jones and Widener (2008) believed that market value strategic human capital has the capability to create efficiencies in an organisation. Grobler et al. (2007) observe that it is not enough to state that employees are the most important resource, as this resource must be managed and treated accordingly if it is to contribute to business sustainability.

This chapter reviews relevant literature relating to job satisfaction and the factors that impact on it. The first section of the review provides a background to municipal services. This is followed by a discussion of the definition of job satisfaction, theories of job satisfaction and the factors affecting job satisfaction.

2.2 South African Labour Market

The employed are members of the workforce who currently hold jobs. The overall number of South Africans employed in 2012 was 13,447,000 people. The unemployed are members of the work force who are actively seeking work but unable to find it. South Africa has one of the highest rates of unemployment in the world. According to this definition, the overall unemployment rate of South Africa in 2012 was 25.2%. There are of course also people who have given up looking for work. If the definition of unemployment were expanded to include these discouraged workers the rate of unemployment would be 33.8 % (South African Economic Indicator, 2012).

According to Statistics South Africa 39.2% of African people and 26.7% of Coloured people are unemployed whereas only 7.4% of Whites and 10.5% of Asians are unemployed. Unemployment is higher amongst women – 37.5% of females are unemployed, whilst 30.6% of males are unemployed (South African Economic Indicator, 2012).

One of the key issues facing the South African labour market is as an excess of unskilled labour. The government in its aims to redistribute wealth more equitably in South Africa has pushed for an increase in skilled labour. In 2012 unskilled labour accounted for a still high 28.9% of all labour. Erasmus and Van Dyk (2005) were of the opinion that the government has sought to up-skill the labour force by introducing the Skills Development Act (SDA) in 1998 (amended in 2003 and 2006). The Act seeks to develop the skills of the South African workforce, increase investment in education and training in the labour market, encourage employers to make provide opportunities for learning for their employees, and to redress inequality in employment prospects.

2.3 Factors of Race and Inequality

McCord and Borat (2003), using the October Household Survey data in an overview of South African labour market, show significantly higher levels of wage inequality than in some countries. But, while internationally education and experience are important determinants of earnings differentials, Standing et al. (2006) believe that in South Africa, factors such as discrimination by race and barriers to mobility (rural/urban) have been associated with larger differentials than the norm.

African wages are low when compared with those of the other population groups, while the white population group has the highest wage premium. However Standing et al. (2006) notice in their study that the wage differences declined since 2001. Consistent with study done by Borat and Rospabe (2008), an improvement of Africans post matric education may be associated with the decline in the white wage premium since 2002. Hlekiso and Mahlo (2006) were of the opinion that workers who have completed a postgraduate degree have a higher wage premium than those in other education categories.

The real monthly median wages differs significantly between both industries and occupations. Hlekiso and Mahlo (2006) believes that, wage inequality persists in South Africa based on gender, race, education, industry and occupation, with education significant stronger than the other determinants.

uLwandle Municipal Health Department offers equal benefits according to the specific task grade as part of a remuneration packages to correct imbalances since 2004. Foremost uLwandle Municipal Health Department has implementation of Employment Equity since 2000 in order to fulfill a constitutional mandate to veto discrimination in the workplace and promote affirmative action measures.

2.4 Background to Municipal Services

The South African Constitution (Act number 108 of 1996) provides that government is broadly constituted as national, provincial and local government, which are unique, interdependent and interrelated (Department of Health SA, 2012). The recognition of local government and the development of a performance management guide for municipalities in 2001 have significantly enhanced its status.

Municipalities have an important role to play in South Africa's social and economic development. With limited resources (financial and human) and often insufficient capacity, they are tasked with transforming racially-segregated areas into integrated communities, providing basic services to people who were denied in them in the past and often cannot afford them; and maintaining the highest standards of accountability to national and provincial government and to their own constituencies.

2.4.1 Ulwandle Municipality

In common with other municipalities in South Africa, Ulwandle Municipality has to accommodate the context of the new South Africa, and provide services to all of its residents. Ulwandle Municipality has spent R162 billion in the past five years in providing services to its residents, and investing in municipal infrastructure (Department of Health SA, 2012). The successful delivery of its core functions and services, as well as growth are impossible without proper revenue collection and expenditure, excellent financial management and capable human resources. The Municipality is funded by public money and is therefore expected to exercise the highest levels of corporate governance.

Ulwandle Municipality service delivery sectors are divided into eight Administrative Clusters, one of which is the health department, each with focused and clear roles and responsibilities. Each is responsible for its own planning and budget in accordance with the Municipality's overall plan.

2.4.2 Ulwandle Municipal Health Department

Section 24 of the Constitution of the Republic of South Africa (Act number 108 of 1996) entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being. National Health Act, (2011) defines municipal health services and clearly stipulates the responsibilities of municipalities in the performance of such services.

Environmental health refers to the theory and practice of identifying, evaluating, rectifying, controlling and preventing factors in the environment that can adversely affect the health of present and future generations (World Health Organisation, 2006).

Environmental health also involves aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment. It is concerned with the identification, evaluation and control of all those factors in the total environment which have a detrimental effect on individual physical, mental and social well-being and development. It also implies continuous efforts to educate and prevent individuals from affecting the environment in such a way that it becomes detrimental to their well-being and development.

In order to fulfil municipal constitutional and legal obligations, this Municipality's Environmental Health Services fulfils its mandate through highly qualified and skilled environmental health practitioners (EHPs) who provide and facilitate comprehensive, proactive and needs-related services to ensure a safe, healthy and clean environment, thereby preventing and eliminating disease.

2.5 Job Satisfaction

Previous studies have revealed that worker absenteeism, high staff turnover and low productivity are influenced by worker motivation and job satisfaction (Robbins, 2003; Grobler et al., 2007, Singler, 2009). Grobler et al. (2007) state, that one of the biggest challenges facing South African companies is low employee productivity arising from skills shortages. This affects companies severely as time, resources and money are wasted. Robbins (2003) believed that improvements in job satisfaction have a positive effect on worker motivation, performance, and productivity; this view was also supported by the work of Singler (2009). Singler (2009) was of the view that job satisfaction fosters positive working conditions which in turn influence employees to stay with their current employer instead of looking elsewhere.

2.5.1 Job Satisfaction Defined

Many investigations have been devoted to the description of job satisfaction. Locke (1968) and Luthans (2002) share the view that job satisfaction refers to pleasure or a positive emotional state resulting from a satisfactory appraisal of one's job or job experience. Judge (2009) describes job satisfaction as a positive feeling about a job, resulting from an evaluation of its characteristics.

Noe et al. (2008) define job satisfaction as a pleasurable feeling that results from the perception that one's job fulfils one or allows for the fulfilment of important job values. Kreitner and Kinicki (2008) agree that job satisfaction is an emotional response to various aspects of one's job; they add that it reflects the extent to which an individual likes his or her job. Kreitner and Kinicki (2008) formally define job satisfaction as a sentimental or

emotional response to various facets of one's job. This definition suggests that job satisfaction is not a unitary notion; rather, an individual can be satisfied with one aspect of a job and dissatisfied with one or more other aspects.

Davis and Newstrom (1985) stated that job satisfaction considers aspects of job content or the task environment; therefore it symbolises a complete attitude and feeling about a specific employee's job. Luthans (2002) was of the opinion that job satisfaction is one of three major attitudes in relation to work; the other two attitudes are job involvement and organisational commitment. This opinion was supported by Singler (2009), who identified the following three important dimensions of job satisfaction:

- i) Job satisfaction is an emotional response towards a work situation,
- ii) Job satisfaction is generally determined by the extent to which work results fulfil expectations; and
- iii) Job satisfaction represents or reflects several related attitudes.

The above definitions have been adopted for the purposes of this study, as they are applicable to the South African context. The study will focus on the working environment, responsibility, recognition and advancement as factors influencing job satisfaction.

2.6 Related Variables

Employees assess workplace characteristic situations before they begin work with an organisation, whereas situational incidences are evaluated afterwards (Crossman and Abou Zaki, 2003). This implies that job satisfaction involves gathering a mix of situational characteristics and situational occurrences. The situational characteristics that play a leading role in determining job satisfaction are: job characteristics, monetary benefits, promotion, supervision and co-workers, although other variables such as employee involvement and organisational commitment also have an impact on job satisfaction. According to Hoy and Miskel (1996), job satisfaction is influenced by the interaction of three variables: organisational characteristics, individual characteristics and task characteristics.

Adam and King (1996) believe that some factors of job satisfaction influence perceptions of overall job satisfaction; these include career advancement opportunities, line communication, management style, reward and remuneration. On the other hand, higher staff turnover and low compensation are the most common reasons cited for dissatisfaction.

2.7 Theories of Motivation and Job Satisfaction

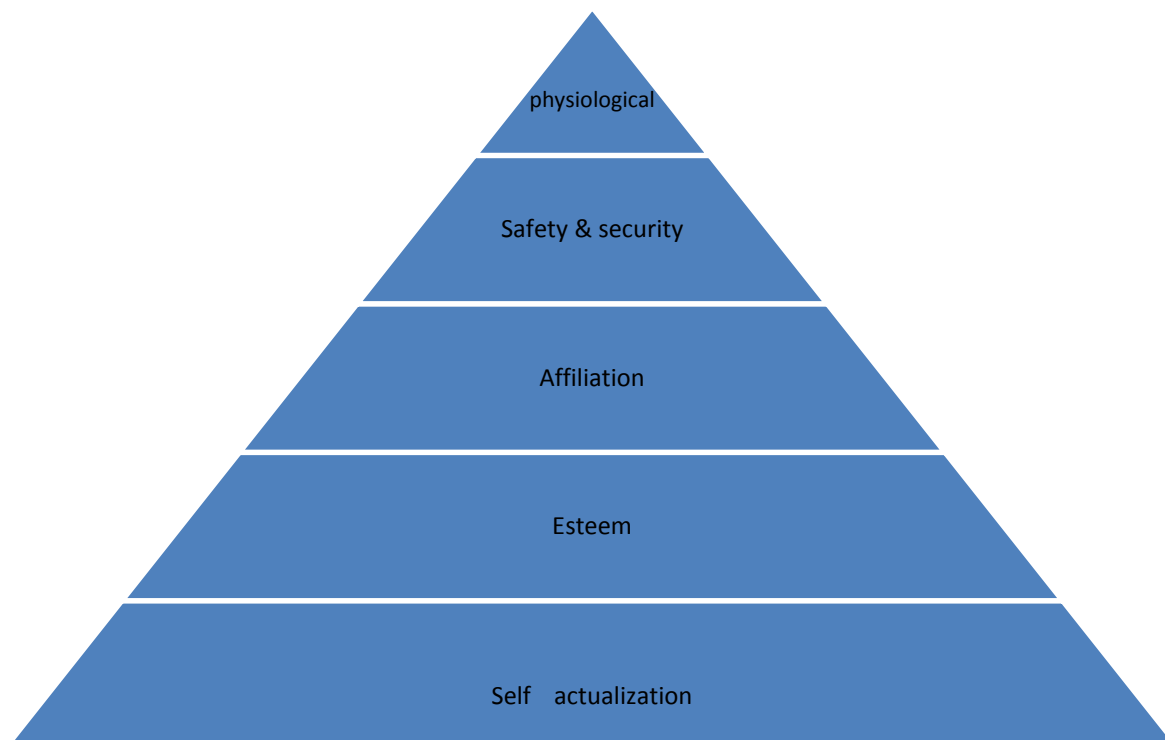
Job satisfaction theories are categorised into content and process theories (Grobler et al., 2007). Grobler et al. (2007) observes that, process theories observe the interaction process where job satisfaction is derived from variables such as expectations, needs and values. Process theories are in line with Adams's (1963) equity theory, which refers to employees' belief that they are being treated fairly compared with fellow employees. Vroom's (1964) theory suggested that behaviours were chosen by people based on their expectation that a particular behaviour would lead to one or more desired results, while Locke (1976) believed that job satisfaction was influenced by an employee's values such as achievement and a sense of success from the job as well as an increase in salary, promotion opportunities and recognition, which are non-job related factors.

Most content theories of motivation revolve around the idea that an employee's needs influence motivation. Kreitner and Kinicki (2008) believe that needs are physiological or psychological deficiencies that arouse behaviour; they can be strong or weak and are also influenced by environmental factors. Therefore, human needs differ over time and place. The general idea behind needs theories of motivation is that unmet needs motivate people to satisfy them. On the other hand, people are not motivated to pursue a satisfied need. For the purposes of this study, the following content theories of motivation will be discussed: Maslow's needs hierarchy theory, Alderfer's ERG theory, and Herzberg's motivator-hygiene model.

2.7.1 Maslow's needs hierarchy theory

Abraham Maslow (1943) believed that motivation is influenced by the satisfaction of key human needs. He categorized human needs in a hierarchy from the lowest level of basic needs to the highest level of more abstract needs, as shown in figure 2.1 below.

Figure 2.1 Maslow's need hierarchy



Source: Kreitner and Kinicki (2008)

According to Kreitner and Kinicki (2008), Maslow's hierarchy of needs can be summarized as follows:

- Physiological – the most basic requirements for human survival which include air, food, water and shelter.
- Safety and Security – the need to be safe from physical and psychological harm.
- Affiliation – the need for affection and belonging.

- Esteem – the need for status, respect, and recognition from others; this includes the need for self-confidence and strength.
- Self-actualization – the need to develop one’s full potential and creativity or the desire for self-fulfilment.

In other words, Maslow believed that human needs generally emerge in a step-by-step approach. Therefore, when one’s physiological needs are relatively satisfied, one’s safety needs emerge, and so on up the need hierarchy, one step at a time. Once a need is satisfied it activates the next highest need in the hierarchy. This process continues until the need for self-actualization is activated.

Rocky (2007) and Kreitner and Kinicki (2008) did not support Maslow’s theory of motivation; instead Rocky believes that the key managerial implications of Maslow’s theory are worth nothing. Rocky (2007) stated that it is important for managers to focus on satisfying employee needs related to self-concept, self-esteem and self-actualization, because employee satisfaction is significantly associated with a host of important outcomes such as academic achievement, physical illness, psychological well-being, marital satisfaction, money and work problems and work performance. This opinion was supported by Kreitner and Kinicki (2008), who stated that a satisfied need may lose its motivational potential. Kreitner and Kinicki (2008) advised managers to motivate employees by devising programs or practices aimed at satisfying emerging or unmet needs.

2.7.2 Alderfer’s ERG theory

Clayton Alderfer developed an alternative theory of human needs in the late 1960s. His theory differs from Maslow’s in three major respects. First, a smaller set of essential needs is used to explain behaviour. From the lowest to the highest level, these are existence needs, affiliation needs and growth needs. Kreitner and Kinicki (2008) describe existence needs as the desire for physiological and material well-being; affiliation needs as the desire to have meaningful relationships with significant others; and growth needs as the desire to grow as a human being and to use one’s abilities to their fullest potential.

Secondly, Alderfer's theory does not accept that needs are related to one another in a step-by-step hierarchy, as does Maslow. Alderfer (1972) believed that more than one need may be activated at a time. Finally, Alderfer's theory contains a frustration regression component. Alderfer (1972) explained that frustration of high order needs can influence the desire for lower-order needs. This means that employees may demand improved salaries or better benefits, which are existence needs when they are frustrated or dissatisfied with the quality of their interpersonal relationships at work; a relatedness need.

Wanous and Zwany (1977) showed that Alderfer's theory provides mixed support for some of the theory's key propositions. Kreitner and Kinicki (2008) noted two key managerial implications associated with Alderfer's theory. The first revolves around the frustration-regression aspect of the theory. The second is that Alderfer's theory is consistent with the finding that individual and cultural differences influence workers' need positions. Therefore, employees are motivated by different needs at different times in their lives. This implies that managers should customise their rewards and recognition programs to meet employee's varied needs.

2.7.3 Herzberg's motivator-hygiene model

Frederick Herzberg's theory is based on a landmark study to determine the factors responsible for job satisfaction and dissatisfaction. Herzberg found separate and distinct groups of factors associated with job satisfaction and dissatisfaction. Job satisfaction was more frequently associated with achievement, recognition, work characteristics, responsibility, and advancement. These factors were all related to outcomes associated with the content of the task being performed. Herzberg labelled these factors „motivators“ because each was associated with strong effort and good performance. He hypothesized that motivators cause a person to move from a state of no satisfaction to satisfaction. Therefore, Herzberg's theory predicts that managers can motivate individuals by incorporating motivators into an individual's job.

Herzberg found job dissatisfaction to be primarily associated with factors in the work context or environment. More specifically, company policy and administration, technical supervision, salary, interpersonal relations with one's supervisor and working conditions are most frequently mentioned by employees expressing job dissatisfaction. Herzberg labelled this second cluster of factors „hygiene factors“. He further proposed that they were not motivational. According to Kreitner and Kinicki (2008), an individual will not experience job dissatisfaction when he or she has no grievances relating to hygiene factors (refer to Table 2.1 below). In contrast, employees are likely to quit when poor hygiene factors lead to job dissatisfaction.

Table 2.1 Herzberg's Motivator – Hygiene Model

Motivators	
<p>No Satisfaction Jobs that do not offer achievement, recognition, stimulating work responsibility, and advancement.</p>	<p>Satisfaction Job offering achievement, recognition, stimulating work, responsibility, and advancement.</p>
Hygiene Factors	
<p>Dissatisfaction Jobs with poor company policies and administration, technical supervision, salaries, interpersonal relationships with supervisors, and working conditions.</p>	<p>No dissatisfaction Jobs with good company policies and administration, technical supervision, salaries, interpersonal relationships with supervisors, and working conditions.</p>

Source: Kreitner and Kinicki (2008)

Herzberg (1968) believed that satisfaction is not the opposite of dissatisfaction and that the opposite of job satisfaction is not job dissatisfaction, but rather no job satisfaction; similarly, the opposite of job dissatisfaction is not job satisfaction, but no dissatisfaction. Herzberg (1968) thus asserted that the dissatisfaction-satisfaction continuum contains a zero midpoint at which dissatisfaction and satisfaction are absent. This suggest that a member of an organisation who enjoys good supervision, a good salary and pleasant working conditions, but performs tedious and unchallenging tasks with little chance of advancement would be at the zero midpoint. This person would not experience dissatisfaction (because of good hygiene factors), but would also not enjoy satisfaction (because of the lack of motivators).

Herzberg's theory has generated a great deal of investigation and controversy (Kreitner and Kinicki, 2008). Kreitner and Kinicki (2008) did not support the two-factor aspect of Herzberg's theory, nor the proposition that hygiene factors are unrelated to job satisfaction, but they did (Kreitner and Kinicki, 2008) support the notion that employees are motivated when their need for achievement, recognition, stimulating work, and advancement are satisfied.

2.8 Job Satisfaction Factors

Turning to the factors that influence job satisfaction, a study conducted by Burke and Hsieh (2006) in the construction industry revealed that a productive job created high job satisfaction, while a non-productive job which fell behind schedule, produced dissatisfaction at all levels of the management and worker chain. This is the inverse to the relationship found in an office or factory where high job satisfaction leads to higher productivity. Clark, Oswald and Warr,(1996) indicated that if construction professionals have an emotional attachment to the task and a will to contribute their professional knowledge to the job, job performance and job satisfaction will definitely improve in the long run.

In the US, Brown and McIntosh (2003) showed that the factors influencing professionals' job satisfaction comprised income, job security, hours of work, opportunities for advancement, the importance of the job and accomplishment over the same time period. The investigation revealed that ordinary workers had a significantly higher preference for job security compared with management. Respondents in management occupations rated important and meaningful work significantly higher than ordinary workers.

Herzberg et al. (1959) investigation concluded that the factors which affected academic staff's job satisfaction included intrinsic, extrinsic and demographic factors. Internal satisfaction, which represents motivators and satisfiers, included achievement, recognition, the work itself, responsibility, advancement and growth; these were identified as intrinsic factors (Herzberg et al.,1959). On the other hand, extrinsic factors are those factors that are related to the external work environment; these factors are also known as hygiene factors,

e.g., administration of the organisation and its policies, supervisory behaviour, relationships with superiors, working environment, salary, relationships with co-workers and subordinates, status, personal life, and safety measures. The factors of job satisfaction that are relevant to this study are discussed further below.

2.8.1 Gender

Studies conducted by Clark, (1997); and Sousa-Poza and Sousa-Poza (2000) in the United States and United Kingdom have shown that women experience greater job satisfaction than men, whereas Greenhaus et al., (1990) and Witt and Nye (1992) failed to find consistent gender differences in job satisfaction.

A study on job satisfaction conducted by Weiss (1992) with more than 36,000 school teachers in the United States concluded that male teachers were less satisfied with their jobs than female teachers. The correlation between the female teachers and salary and benefits was found to be very strong compared with male teachers. The limitation of the study was that, it was restricted to school teachers in the United States. Therefore, there is a need for a similar study that covers more than one country.

2.8.2 Age

Several studies have investigated the influence of age on job satisfaction. Siu, Lu, and Cooper (1999) concluded that older workers tend to be more satisfied with their jobs than younger workers, probably due to having better working conditions and greater rewards, or because they may tend to value different things at work (Warr, 2001). Birdi, et al., (1995) and Clark, et al., (1996) believed that the relationship between age and job satisfaction is U-shaped, declining until around the mid-30s and gradually increasing until the late 60s.

Rhodes (1983) suggested that a positive relationship between age and job satisfaction exists up to the age of 60 years and that organisational initiatives will only partially influence job satisfaction due to the age distribution of employees. Clark et al., (1996) supported this view but believed that job satisfaction is U-shaped. Furthermore, they stated that younger employees had higher satisfaction levels due to the novelty of employment; this decreases with the rise of boredom, but satisfaction rises again when the employee becomes accustomed to the job in later years.

2.8.3 Race

The apartheid system has made the issue of race a very sensitive one in South Africa. Allanson, Atkins and Hinks (2002) believe that the legacy of apartheid remains today, with wage, employment and occupational hierarchies that show a clear racial divide and discrimination still apparent. Eighty percent of South Africa's population is Black. Furthermore there are high levels of unemployment and income inequality. It is not clear what impact race has on job satisfaction.

Kimenyi (1991) found that Black university faculty members in the southern United States felt that they received less from their jobs than their White counterparts. However, Bartel (1991) found that Black Americans are more satisfied with their jobs than Whites, arguing this is "due to the direct effect of race in reported job satisfaction that occurs because discrimination causes blacks to have lower aspirations than comparable whites." Blanchflower and Oswald (1999) found convincing evidence that both Blacks and other non-White workers are significantly less satisfied with their jobs relative to Whites in the US. Clark, Oswald and Warr (1996) found that Black and Asian minorities were no more or less satisfied with their work than Whites during the early 1990s in the United Kingdom.

2.8.4 Educational levels

Researchers have failed to link educational levels to job satisfaction (Clark, 1996; Clark, Oswald, and Warr, 1996). Clark (1996) believes that educational levels are likely to correlate with earnings satisfaction, rather than job satisfaction because they play a significant role in earnings and the likelihood of employment. The direct impact a higher or lower level of education would have on earnings or job satisfaction is unclear. Clark and Oswald (1996) argue that better educated people have higher expectations, suggesting that they will experience less job satisfaction if they find a negative correlation between job satisfaction and educational levels. Other un-observable factors that may influence educated employees' perceptions of job satisfaction include job characteristics such as level of independence or non-pecuniary benefits that only the highly educated receive because of their perceived value and the variety of tasks they perform.

2.8.5 Work Experience

Researchers believe that work experience has an inverted U-shaped relationship with job satisfaction (Clark, 1996; Clark, Oswald, and Warr, 1996). A range of explanations for this relationship have been suggested in the literature. Clark and Oswald's (1996) study in the United States suggested that job matching amongst older workers, in comparison with younger workers, can be used to explain the relationship in the labour market, whilst Clark's (1996) study concluded that dissatisfied older workers are more likely to drop out of the labour market when approaching retirement age, as satisfaction scores increase. Allanson, Atkins and Hinks (2002) supported this notion, observing that South African employees who are not satisfied with their jobs are more likely to take early retirement than those who are satisfied.

Allanson, Atkins and Hinks (2002) explained that, in South Africa, young employees have no way of evaluating their job because high unemployment levels mean that those who are lucky enough to get a job are very happy. As workers become more experienced, job satisfaction declines, as expectations and aspirations are formed that surpass work reality; satisfaction increases as expectations and aspirations are re-calculated in line with the reality of fewer job opportunities and promotion prospects (Clark, Oswald and Warr, 1996).

2.8.6 Supervision/Leadership

The term „leadership“ means different things to different people. Although there is no single definition of leadership (Yukl, 2002), the majority of definitions reflect some basic elements, including, group, influence, and goal (Bryman, 2007). Management is related to leadership and is about planning, organising and controlling organisational resources to achieve the set goals and objectives of the organisation (Riggs, 1997), while the emphasis in leadership is on development, strategy, vision and adapting the organisation to a changing environment (Bryman, 2007). As leadership focuses on the social exchange relationship between leaders and employees, possible outcomes such as subordinate satisfaction, supervisor satisfaction, performance, commitment, role conflict, role clarity and turnover intentions can be observed (Schermerhorn et al.,2011; Yulk, 2002).

Staff-related tasks like delegating, informing and communicating are also positively associated with job satisfaction (Yulk, 2002). Howell and Avolio (1993) suggest that an awareness of the role of leaders and the effects of leadership style provides a partial explanation for organisational effectiveness. This is in line with the findings of leadership theorists who suggest that the presence of certain leadership styles may significantly influence employee motivation and ultimately company performance (Brown and McIntosh, 2003).

Supervisory performance is the most thoroughly investigated amongst job satisfaction“s variables. A large number of investigations have been conducted since the leadership studies by Katz et al. (1950), Saiydain (1985), Lunjew et al. (1994) and Kim (2002) found that participative supervisor leadership positively affected job satisfaction.

2.8.7 Salaries and Benefits

Financial rewards are referred to by Armstrong and Murlis (2000) as base or variable pay and are important in attracting and retaining employees but are affected by both the internal and external markets. Willems, Janvier and Henderickx (2006) suggested that the focus is shifting from financial rewards to new pay systems which link remuneration packages to the company strategy and which include elements such as flexibility and individualisation. Burke and Hsieh (2006) believed that a company's cash flow and cost of capital varies due to the structure of remuneration packages and the inclusion of benefits and incentives, which enhance a company's financial performance.

For the purposes of this study, non-financial rewards include benefits and incentives as stated by Armstrong and Murlis (2000); this focus on people's needs and therefore contribute to motivation, commitment and satisfaction. Valdez and Kleiner (1999) believed that effective organisations should consider offering packages that give employees maximum benefit where the employee can design the benefit package that is right for them while the company minimises costs.

Heywood et al. (2002) found a correlation between earnings and job satisfaction. It has been assumed that higher earnings increase job satisfaction in a linear or non-linear way. However, it could also be the case that more satisfied workers are also more productive and hence earn more or that a worker's general disposition increases their likelihood of finding a job in the first place (Heywood et al., 2002). Clark and Oswald (1996) found that relative earnings are very important when estimating job satisfaction. Clark and Oswald (1996) also believe that paying the accepted rate for the job negatively affected job satisfaction in the United Kingdom, *ceteris paribus*, and that acceptable rates have a greater impact on job satisfaction because employees tend to compare them with actual earnings.

However Senik (2004) found a positive relationship between life satisfaction and the relative wage in Russia. It was suggested that this stemmed from significant increases in earnings in Russia, leading to comparisons between people being less important than information about other people's wages. Senik (2004) concluded that an increase in "one's wage reference group is an encouraging promise of future income gains". Kingdon and Knight (2007) found similar results in South Africa amongst small communities where the higher relative income of other households raised subjective well-being.

2.8.8 Recognition, Ownership and Promotion

Kim (2002) was of the opinion that the essential factors that motivate employees include freedom to perform their duties, individual recognition, growth opportunities and the nature of work itself. Boe and Gilford (1992) supported this notion and added that employee independence increases their willingness to work as a professional. Choy et al. (1993) believe that many young people are motivated to work as professionals.

For Bowen (1980) and Singler (2009), career development such as the possibility of growth and promotion opportunities can play a very crucial part in motivating employees. Finkelstein (1984) postulated that when employees think about changing their career they do not focus on extrinsic factors like salary and financial benefits, but consider professional growth and opportunity for promotion important factors. DeLeon and Tahir (1996) investigated the possibilities of growth and chances for promotion as significant factors in job satisfaction.

It is clear that promotional opportunities, training, good talent, and opportunities for professional development play an important role in work performance and job satisfaction by reducing nervousness at work. Kim (2002); Clark and Oswald (1996); and Kingdom and Knight (2007) supported this notion, noting that growth and promotion opportunities reduce staff turnover by increasing satisfaction and helping employees to strike a balance between their individual futures and the features of organisation where they work.

2.8.9 Managerial Support

Managerial support for employees plays an important role in organisational effectiveness. Employees perceive the managers who evaluate their performance and report to higher level management as representatives of the organisation. As a result, employees regard support from their managers as organisational support (Eisenberger, et al., 2002). All organisations need effective managers to motivate employees (Drucker, 1992). Employees who consider their manager qualified, trustworthy, and whose managerial style they admire are more inclined to share the organisation's values and objectives, and to value it (Gaertner and Nollen, 1989; Benkhoff, 1997). When managers adopt a participatory management style that involves employees in the decision-making process, employees perform better (Savery, 1993); Dick and Metcalfe, 2001).

Research shows that there is a positive relationship between managerial support and organisational commitment; the higher the level of organisational support, the higher employees' levels of organisational commitment (Dick and Metcalfe, 2001). On the other hand, lower levels of managerial support reduce organisational commitment and cause lower performance levels and higher levels of staff turnover, absenteeism, and stress (Shanock and Eisenberger, 2006). Organisations where managerial support is low have relatively low levels of employee commitment (Dick and Metcalfe, 2001). It is well-established that higher-level organisational commitment and job satisfaction are related to managerial support and managerial style (Savery, 1993; Cohen, 1992; Zeffane, 1994). Effective managers make positive impressions on other people in the organisation and this enhances organisational commitment (McNeese and Smith, 1997; Terzi and Kurt, 2005). If managers provide a supportive environment for employees, employees make more effort to achieve organisational goals (Zangaro, 2001; Giffords, 2009).

Numerous studies have found a positive relationship between job satisfaction and organisational commitment (Porter et al., 1974; Shore and Martin, 1989; Querstein et al., 1992; Begley, 1997; Tett and Meyer, 1993; Lum et al., 1998; Tutar, 2007; Yang and Chang, 2007). The higher employees' job satisfaction is; the lower is personnel turnover and absenteeism (Shore and Martin, 1989; Shally et al., 2000; Schwepker Jr., 2001). Conversely, when job satisfaction levels are low, employees' commitment to the organisation is also low and they have tendency to seek new job opportunities (Leiter and Maslach, 1988; Silverthorne, 2005).

2.9 Summary

The literature review has revealed that job satisfaction symbolises a complete attitude and feeling about a specific employee's job. Kingdon and Knight (2007) identified three important dimensions of job satisfaction: an emotional response to a work situation, which is determined by the extent to which work results in expectations being fulfilled; and represents or reflects several related attitudes. That suggests that job satisfaction is a combination of situational characteristics and situational occurrences.

Kreitner and Kinicki (2008) showed that the factors influencing professionals' job satisfaction comprised importance of income, job security, hours of work, opportunity for advancement, job importance and accomplishment over the same time period. Herzberg, Mausner and Snyderman (1959) concluded that factors impacting on academic staff's job satisfaction included intrinsic, extrinsic and demographic factors. According to Herzberg, Mausner and Snyderman (1959), intrinsic factors are those factors which are related to internal satisfaction that are treated as motivators and satisfiers, e.g., achievements, recognition, the work itself, responsibility, advancement and growth, while extrinsic factors are those that are related to the external environment; these factors are also known as hygiene factors, e.g., supervisory behaviour, relationship with superiors, working environment, salary, relationships with co-workers and subordinates, status, personal life, and safety measures.

The studies that the researcher has found to be particularly interesting and influential in shaping this study are those of Singler (2009), Tutar (2007) and Yang and Chang (2007).

The literature review has demonstrated the relevant variables for this study; each of these was further discussed in this chapter. Having provided a literature review, the next chapter describes the investigation methods followed in the empirical part of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Aamratunga et al. (2002) observe that research is a systematic and methodical process of enquiry and investigation to increase knowledge. Sekaran and Bougie (2010) described business research as a systematic and organized effort to investigate a specific problem encountered in a work setting, which needs a solution. Bryman and Bell, (2007) believe that business research does not exist in isolation; it is influenced by what is going on in the real world of business and management, as well as the academic background of the social sciences at large. Sekaran and Bougie (2010) add that, when dealing with business research, decisions have to be made about the research design, including the type of sample to be used, how the data will be collected, how variables will be measured, and how the data will be analysed to test the hypotheses.

This chapter outlines the nature and objectives of the study, the research methodology employed and the construction of the questionnaire, as well as the rationale for selecting the statistical technique. It further describes how reliability and accuracy were achieved throughout the research process.

3.2 Research Design

Various factors need to be taken into account in research design; these include decisions regarding the purpose of the study, the location of the study, the type of investigation, the extent to which it is manipulated and controlled by the researcher, its temporal aspects, and the level at which the data will be analysed (Bryman and Bell, 2007). Sekaran and Bougie (2010) believe that the research design should be done in such a way that the requisite data can be gathered and analysed to arrive at a solution.

Studies may be either exploratory or descriptive in nature, or may be conducted to test hypotheses. Sekaran and Bougie (2010) believe that the nature of the study depends on the stage to which knowledge about the research topic has progressed. Bryman and Bell (2007) state that design decisions become more challenging as one proceeds from the exploratory stage, where the researcher attempts to explore new areas of organisational research, to the descriptive stage, where the researcher tries to describe certain characteristics of the occurrence of interest, to the hypotheses testing stage, where the researcher investigates whether or not the hypothesized relationships have been validated and an answer to the research question has been obtained.

This study was undertaken using a descriptive study design in order to establish and describe the characteristics of the variables of interest in a particular situation. Statistical procedures were employed to describe the population of interest. The descriptive statistics that describe the data include frequency distributions, measures of central tendency (mean, median and mode), and graphical instruments such as pie charts and bar charts.

Descriptive statistics is the discipline of quantitatively describing the main features of a collection of information and can only be used to describe the group that is being studied (Trochim, 2006). The data could be collected from the sample or the population, but the results of the sample can be generalised to the larger population that the sample represents. Trochim (2006) believes that it is imperative that the sample is representative of the group to which it is being generalized.

To address the issue of generalization, the researcher has tested the significance using A Chi-square and T-test, to check the probability that the results of analysis on the sample are representative of the population that the sample represents. Babbie(2009)state that, the tests of significance express the probability that the results of the analysis could have occurred by chance when there is no relationship between the variables studied in the population.

3.3. Study Method

Sekaran and Bougie (2010) define business research as an organised, systematic, data-based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it. In essence, research provides the necessary information that guides managers to make informed decisions to successfully deal with problems. The information provided could be the result of a careful analysis of data gathered first hand or of data that are already available (in the company, industry, archives). Data can be quantitative (generally gathered through structured questions), qualitative (generated from broad answers to specific questions in interviews, from responses to open-ended questions in a questionnaire, or through observation, or from already available information gathered from various sources)(Sekaran and Bougie, 2010).

There are differences between qualitative and quantitative research which are important to understand before choosing an approach to a study. Easterby-Smith, Thorpe and Lowe (1991) believed that quantitative research examined data which are number based while qualitative research examined data which are narrative. What has become apparent in this view is that qualitative research adopts an inductive process as opposed to quantitative research which adopts a deductive process. This way of thinking is supported by the work of Hyde (2000) who explains that the inductive process is based on theory building, for example, the process will start with observations and aim to establish generalisations about what is under investigation. Hyde (2000) continues to state that the deductive process is theory testing, for example, the process will start with a recognised theory with the aim to discover if the theory is applicable to the investigation. Qualitative research aims to identify underlying relationships and requires the researcher to approach the study with an open mind to the possibilities and perspectives of the research material, in order to provide conclusions for the particular research case (Frankfort-Nachmias and Nachmias, 1996). Qualitative research methods include in-depth interviews, observations or case studies which attempt to answer why or how questions of the process before the real quantitative research is undertaken (Hyde, 2000).

Quantitative research aims to describe general characteristics of a population and will ignore particular details of the study as the method will draw a large representative sample of the population to attain a generalisation of the whole population (Hyde, 2000). Quantitative research methods include the questionnaire where the aim is focused at answering the what questions of the research (Page and Meyer, 2000).

The research method employed for this study is the questionnaire method based on quantitative research. McDaniel and Gates (1998) stated that quantitative research uses mathematical analysis and can reveal statistically significant differences between samples. Although the questionnaire method has limitations, such as low response rates in certain situations, this research tool was chosen due to the following advantages: ease of administration, a cost effective option, unexpected information is minimised as questions are structured and truthful responses are received as identification questions are not asked due to anonymity commitment by the researcher (McDaniel and Gates, 1998; Page and Meyer, 2000 and Bryman and Bell, 2007).

The quantitative study method was employed for this research study to collect first-hand data through a structured questionnaire. Bryman and Bell (2007) supported this method, noting that it allows the researcher to explain fine differences between data in terms of the characteristic in question, such as distinguishing extreme categories or clear variations in levels.

3.4 Sampling Methods

3.4.1 Study Population

Successful statistical practice is based on focused problem definition; this includes defining the population from which the sample is drawn. Sekaran and Bougie, (2010) defined the population as the entire group of people, events, or things of interest that the researcher wishes to investigate. Singler (2009) was of the opinion that the population consists of physical objects; at times the researcher needs to sample over time, space, or a combination of these dimensions.

Based on the sensitive nature of the study and the condition imposed by the company participating in the research, the supervisor and the researcher have decided to use uLwandle as the reference to the municipality under study.

Ulwandle Municipal Health Department is situated in KwaZulu-Natal and for the purposes of this investigation the study population included all environmental health workers employed by the Department in 2013. The records of all registered employees were collected from the Human Resource Department and were used as a sampling frame, with a population size of 155 employees.

3.4.2 Sample Frame

The sampling frame is a presentation of all the elements in the study population from which the sample is drawn (Sekaran and Bougie, 2010). Therefore the Ulwandle Health Department payroll was used as the sample frame because its members were to be studied.

Although the sampling frame was useful in providing a list of each element in the population, it was not a current, up-to-date document. For example, staff members who had recently left the organisation were still recorded as employees, while new staff that had recently joined the Department was not recorded on the payroll on the day of requisition. The researcher recognizes that the sampling frame that was available did not precisely match the population, but decided to disregard it, as the discrepancy between the target population and the sampling frame was very small.

3.4.3 Sampling Design

There are two general sampling methods, namely probability and non-probability sampling. Page and Meyer (2000) observe that probability sampling results from controls being exercised where samples can be generalized to the population with a degree of confidence. They add that non-probability samples result where no controls have been placed on the sample selection process, which means that the sample may not be representative of the

population and that the researcher is unable to generalise the results of the sample to the population.

Bryman and Bell (2007) define simple random sampling as an unrestricted probability sampling design where every element in the population has a known and equal chance of being selected as subjects in the sample. Sekaran and Bougie (2010) believe that when a researcher employs this sampling method, it is likely that the distribution patterns of the characteristics of interest in the population are likewise distributed in the subjects drawn for the sample

This simple random sampling design was selected for this study because it has the least bias and offers the most generalizability. Sekaran and Bougie (2010) believe that the simple random sampling design offers viable, and sometimes more efficient results. Two points are noted concerning this sampling design; first, there was almost no opportunity for human bias to manifest itself. Employees were not selected according to subjective criteria such as whether they looked friendly and approachable. The selection of respondents to complete the questionnaire was entirely automatic. Secondly, the process was not dependent on employees' availability. They did not have to be working in proximity to the researcher to be included in the sample. The process of selection was done without their knowledge. It was not until they were contacted by the researcher that they knew that they were part of the survey.

3.4.4 Sample and Sample Size

While it was practically possible to collect data from, or to examine the entire population, the researcher decided not to take this route because it was unreasonable in terms of time, cost and human resources. Sekaran and Bougie (2010) believe that the study of a sample is likely to produce more reliable results than the study of an entire population. Page and Meyer (2000) observe that the study of a sample produces more reliable results because fatigue is reduced and fewer errors are made in data collection, especially when a large number of elements are involved.

For the purposes of this study, the research was restricted to employees who had been working for Ulwandle Municipal Health department for the past 12 months. The sampling frame was obtained from the Human Resources Department with a population of 155 registered employees. The sample of 110 employees was selected randomly. The table of sample size for a given population was employed, which states that for a population size of 155, a sample of 110 should be use at a confidence level of 95 percent and a 5 percent margin of error, (Krejcie and Morgan, 1970 cited in Sakarana and Bougie, 2010).

E-mails were sent to 110 employees from Ulwandle Municipal Health department to avoid selection bias. The e-mail was sent to employees representing different demographics, education levels and job levels in order to obtain a sample representative of the total population. The aim was to ensure that the sample represented the target population. A total of 88 responses were received, which represents a response rate of 80 percent.

In order to ensure a high response rate, a personalized cover letter, advance notice that the survey was to take place, and follow-ups were utilized to remind employees to complete the questionnaire and e-mail it back. The first two weeks of March 2013 were set aside for the respondents to complete the questionnaires.

Lohmann and Schmucher (2008) believe that the quality of a survey is dependent on the response rate during data collection, as higher response rates improve the probability that the sample results represent the population. Therefore the 80 percent response rate was recorded as a good response and was utilized to represent the population of interest.

3.5 Executing the Sampling Process

The research question was answered through the administration of a structured multiple-choice research questionnaire (MSQ), where the respondents were requested to state their perceptions of different items on the scale using five categories. The MSQ method is a widely recognized and trusted scale that highlights important components that comprise job satisfaction and has been used to measure job satisfaction by several researchers (Chen, 2006) and demonstrate reliable results.

The aim was to ensure that the questionnaire was user friendly and easy for the respondents to understand. The questionnaire included a covering page with a description of the study being conducted by the researcher and an explanation of the purpose of the research. Instructions were provided on how to complete the questionnaire as well as an assurance of confidentiality.

3.5.1 Inclusion and Exclusion

The study included all workers who had been working at Ulwandle Municipal Health department for the past 12 months, as a senior Environmental Health Practitioner, Environmental Health Practitioner, and Environmental Health Assistant.

The study excluded managers, senior managers and workers who held high positions at Ulwandle Municipal Health department. The organisation's exit interviews were evaluated and the researcher has decided to exclude the information because the information received was unreliable. The employees who had left the organisation were also excluded in the sample because they were no longer part of the population.

3.5.2 Questionnaire

The sections of the questionnaire were designed as follows:

- **Section one: Questions 1 to 5:** Demographic factors such as gender, age and race, educational levels and work experience.
- **Section two: Question 6 to 10:** The relationship between job satisfaction and supervisors or management.
- **Section three: Question 11 to 15:** The influence of salaries and benefits on job satisfaction.
- **Section four: Question 16 to 20:** The influence of recognition for achievements, ownership of the work and promotion from within on job satisfaction.

A Likert scale method was employed in sections two, three and four to measure the level of job satisfaction respondents reported in relation to different factors. A 5-point Likert scale was used to minimise error and to obtain more specific results. A 5-point scale allows respondents to answer questions from a neutral viewpoint which provides much meaningful data (Bryman and Bell, 2007). The scale range was as follows: strongly disagree, disagree, unsure, agree and strongly agree.

Questions were concise in order to ensure a good response rate and the questionnaire consisted of three pages of 20 closed questions constructed specifically to obtain information relevant to the objectives of the study. The questions allowed respondents to choose only one option that was most applicable to them. The respondents answered the questions by placing a tick in the checkbox set up on the questionnaire so that the data were easily identifiable.

3.5.3 Data Collection

The questionnaire as well as an informed consent form was set up within an electronic survey system which was used to collect primary data for analysis. A self-completion questionnaire utilising QuestionPro was employed as a research tool to conduct the survey by means of online survey software. The questionnaire was sent *via* e-mail to the selected sample who then gained access to the questionnaire *via* an attached link. Once respondents completed the questionnaire, their responses were anonymously recorded within QuestionPro. Employees who did not have access to e-mail were given a hard copy of the questionnaire to complete, which was then recorded within QuestionPro. The information was then downloaded into the SPSS software package for data analysis.

3.6. Data Analysis

Sekaran and Bougie (2010) observe that data analysis is required to bring meaning to the data collected in order to answer the research question and fulfil the research objectives. The data analysis process for this study was completed using the SPSS.

Frequency distributions were analysed where frequency tables were used to show the number of people and the percentage belonging to each factor for the variable in question, Bryman and Bell (2007) state that frequency distribution is a useful descriptive measure when comparing response patterns for different groups of people or different questions.

The measures of central tendency and the dispersion of a variable were also analysed. The mode, median, or mean, and the semi-interquartile range, standard deviation, or variances were used to indicate how the study participants reacted to the items in the questionnaire. The researcher went to great lengths to obtain the central tendency for every single item, measuring the dependent and independent variables.

The researcher also analysed the nature, direction, and significance of the relationship between any two variables among the variables selected for the study. Nonparametric tests were employed to assess the relationship between variables measured on a nominal or on an ordinal scale and this was statistically confirmed by the chi-square (X^2) test.

A Pearson correlation matrix was used to indicate the direction, strength, and significance of the bivariate relationships among all the variables that were measured at an interval or ratio level. The correlation between variables was derived by assessing the relationship of one variable to another

Data were presented in the form of bar graphs, pie charts and tables to allow for visual presentation and understanding. Based on the data, clear conclusions were made on the factors influencing job satisfaction in this department as well as recommendations to improve job satisfaction levels.

3.7 Reliability of the study

Sakaran and Bougie (2010) note that the reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the instrument. Welman and Kruger (2001) stated that an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measure of an unchanging value. In other words, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure.

Bryman and Bell (2007) observe that if a measure is reliable, the following three prominent factors will be present:

- i) Stability: a measure is stable over time to obtain little variation in results;
- ii) Internal reliability: consistent indicators make up the scale, resulting in respondents' scores being relative;
- iii) Inter-observer consistency: consistent judgement of subjective data.

In this regards Weiss, Dawis, England and Lofquist's (1967), Minnesota Job Satisfaction Questionnaire (MSQ) was employed in this study. This questionnaire focuses on features of job satisfaction which explain the situational factors (Krejcie and Morgan, 1970). Welman and Kruger (2001) believe that it covers intrinsic (focussing on self-accomplishment) and extrinsic (focusing on pay, opportunities for promotion and supervision) aspects of job satisfaction. Both intrinsic and extrinsic items contribute to overall job satisfaction.

The MSQ has good reliability and has been used by many researchers (Greenhaus, Parasuraman, and Wormley, 1990; Witt and Nye, 1992; Clark, 1996; Clark, Oswald, and Warr, 1996; Brown and McIntosh, 2003). This study employed the MSQ and obtained a high level reliability Cronbach's Alpha of 0.85. According to Andrew, Pederson and McEvoy (1970), the value of Cronbach's Alpha ranges from zero to one and a value greater than or equal to 0,7 is acceptable.

When Torka and Schyns (2007) used the MSQ, they obtained reliability Cronbach's Alpha of 0.822 of the overall instrument. Using the same questionnaire Bayram, Gursakal and Bilgel (2010) obtained 0.85 reliability of the total of intrinsic and extrinsic items as a whole. It was concluded that supervision or leadership were positively related to job satisfaction. Tella, Ayeni and Popoola (2007) used the MSQ and obtained Cronbach's Alpha of overall instrument of 0.83. It was noted that reward systems and job satisfaction were correlated with each other but that there was negative correlation between motivation and commitment. Therefore, the MSQ employed by the researcher in this study indicates the extent to which it was not biased and hence ensured consistent measurement across time and across the various items in the instrument.

3.8 Validity of the study

The second important aspect to consider is validity, which Welman and Kruger (2001) observed refers to whether an indicator devised to measure a concept, really measures that concept. According to Bryman and Bell (2007), validity can be recognized in the following four ways:

- i) Face validity: reflection of content in the concept of question;
- ii) Concurrent validity: use of a criterion on which cases differ that is relevant to the concept in question;
- iii) Predictive validity: use of future criterion measures;
- iv) Construct validity: deduction of hypotheses from theory relevant to the concept.

The MSQ has been used by many researchers because the instrument has shown good validity (Greenhaus, Parasuraman, and Wormley, 1990; Witt and Nye, 1992; Clark, 1996; Clark, Oswald, and Warr, 1996; Brown and McIntosh, 2003).

3.9 Pilot Study

The researcher performed a pilot test prior to data collection by asking 10 random departmental employees to complete the questionnaire and give feedback on the structure and questions and their understanding of the questionnaire. The questionnaire was also distributed and discussed amongst fellow researchers to identify potential pitfalls.

The pilot phase demonstrated that the proposed means of distributing the questionnaires would not be adhered to, because the targeted population are not office based and therefore the researcher decided that it was better to distribute them through emails. This was despite the fact that the department itself had suggested the internal post as means of distribution. Other limitations such as poor recording and response rate were also identified and precautionary procedures were devised. Limited amendments such as spelling and grammatical errors were made based on the concerns raised before the final questionnaire was administered. This process was employed to establish the validity of the instrument and the results were positive.

3.10 Ethical Considerations

Discussions about ethical principles in business research tend to revolve around certain issues that occur in different guises. Diener and Crandal (1978), cited in Bryman and Bell (2007), break this issue down into four main areas:

- i) Whether there is a harm to participants,
- ii) Whether there is a lack of informed consent,
- iii) Whether there is an invasion of privacy, and
- iv) Whether dishonesty is involved.

Ethical clearance was obtained from the Research Office at the University of KwaZulu-Natal and respondents' anonymity was assured. To ensure the ethical consideration of the study, the rights of participants were clearly stated, potential risks were identified, confidentiality was ensured and conflict of interest was explained. In addition, the further requirements listed below were met:

- i) Respondents were informed about the aim of the study in a covering letter which explained the purpose of the research study.
- ii) Respondents were made aware that participation was voluntary and that they could withdraw at any time.
- iii) Respondents accepted, by means of signing an informed consent form, that they had read and understood the cover page information.
- iv) Only respondents over the age of 18 years were allowed to participate in the study.
- v) Respondents' identities remained anonymous as requested by the Human Resources Department.

3.11 Limitations of the Study

All studies are challenged by some limitations. The following limitations were identified:

- The main restraint was the timeframe within which this study had to be conducted and completed. The time allocated for this project was less than five months.
- The target population of the study was limited to employees of one department and not all Ukwandlwe Municipality employees; therefore the findings of the study could not be generalized to the Municipality as a whole due to the sampling design and small sample size. However, the sampling method used for this study was appropriate.
- Employees' limited access to the internet was also identified as a limitation.
- Due to time and funding constraints, the data were collected from a small sample of 88 employees in one department with the hope of generalizing the results to the entire Municipality and other South African municipalities.
- There is limited literature of academic merit relating to job satisfaction within municipal and government departments in South Africa.

3.12 Summary

This chapter presented the nature and objectives of this study, the research methodology employed to conduct the study and the sampling process. The aim of the study was discussed, and the population of interest was identified as all environmental health departmental employees, who have been working in this health department for the past 12 months, excluding employees who hold higher positions at Ulwandle Municipal Health department.

The research instrument used to collect data was described and limitations and non-response measures were highlighted. By following the appropriate research methodology, reliable and accurate data were collected which were analysed to obtain meaningful information on which to base recommendations.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

In order to fulfil the objectives of this study the data were collected in accordance with research questions and presented in the form of graphs and tables. The results have been broken down into sub-sections which include the demographics of the respondents, views about salaries and benefits, recognition and ownership of work, and feelings about promotion and personal growth. This chapter sets out the results of the study arising from the data collected.

4.2 Validity and Reliability

Bryman and Bell (2007) define validity as the issue of whether or not an indicator (or set of indicators) that is devised to measure a concept really measures that concept. Silverthorne (2005) defines reliability as the degree to which the finding is independent of accidental circumstances. In ethnographic research, the reliability of the research results entails whether or not the ethnographer would expect to obtain the same finding if they repeated the study in the same manner. Table 4.1 and 4.2 below present the validity and reliability of the questionnaires.

Table 4.1 Validity of the study

Case Processing Summary			
		N	%
Cases	Valid	86	96.6
	Excluded ^a	3	3.4
	Total	89	100.0

Table 4.2 Reliability of the study

Cronbach's Alpha	N of Items
0.733	18

Cronbach's Alpha is a test to determine the validity level of the questionnaire. A level above 0.7 is considered adequate to declare a question/questionnaire valid (Pallant,2007), although Pallant goes on to say that with scales with fewer than ten items, it is common to find lower values, even as low as 0.5. Cronbach's Alpha was calculated at 0.733 which is above 0.7, so the scale can be considered reliable with the samples (Pallant 2007). In other words, the Cronbach's Alpha co-efficient of 0.809 shows that the questionnaire was valid.

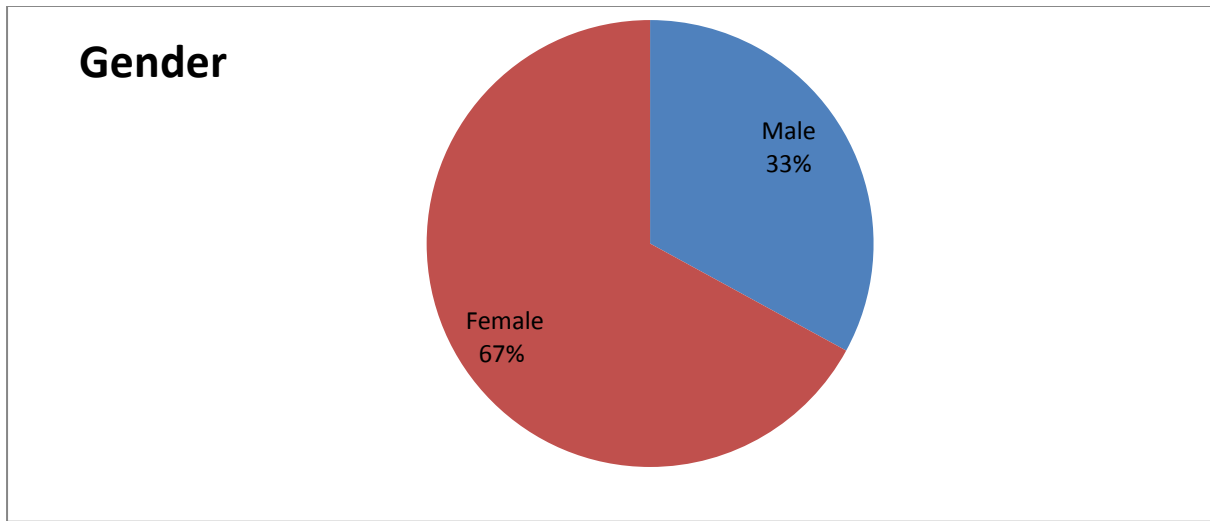
4.3 Demographics of the sample

The demographics of the respondents include gender, age, race, educational levels, and work experience. These characteristics have a tendency to influence responses; therefore this information provides a deeper understanding of the results.

4.3.1 Gender

More than sixty percent of the sample is female while males represented 33 percent. Figure 4.1 below shows the gender of the respondents.

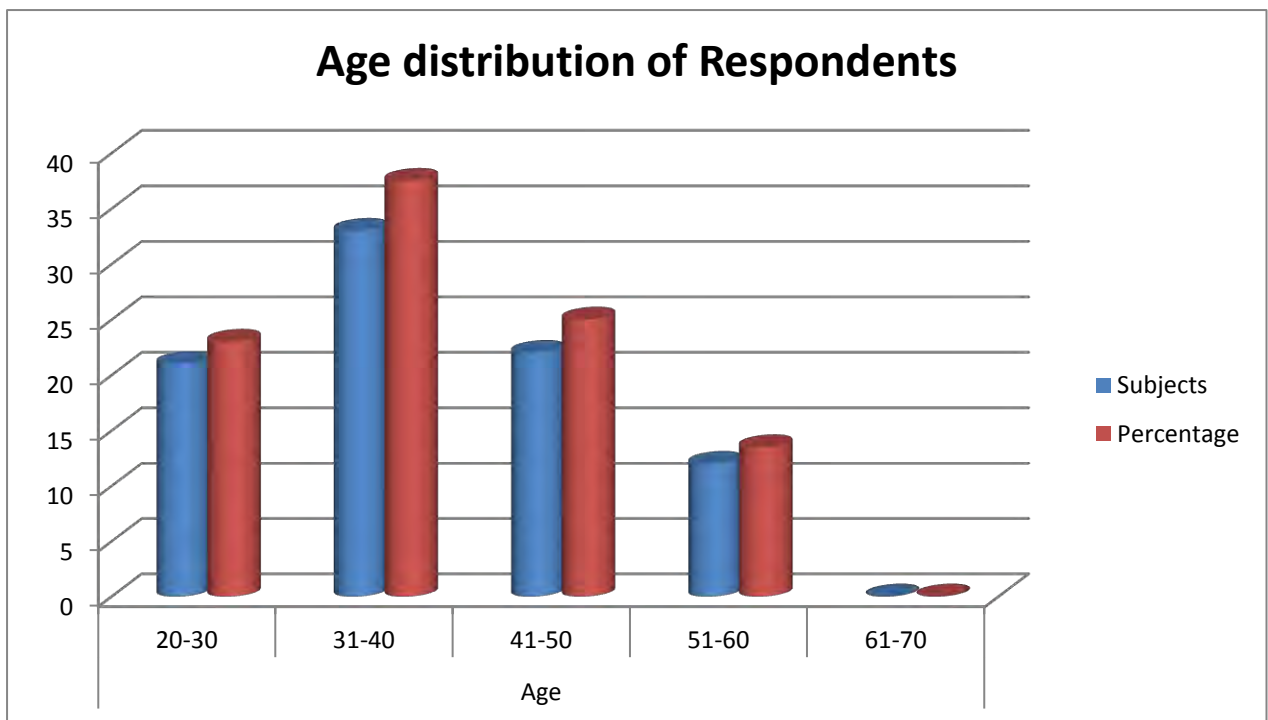
Figure 4.1 Genders of Respondents



4.3.2 Age

The literature identified age as influencing responses. Figure 4.2 illustrates the age distribution of the respondents.

Figure 4.2 Age distribution of Respondents

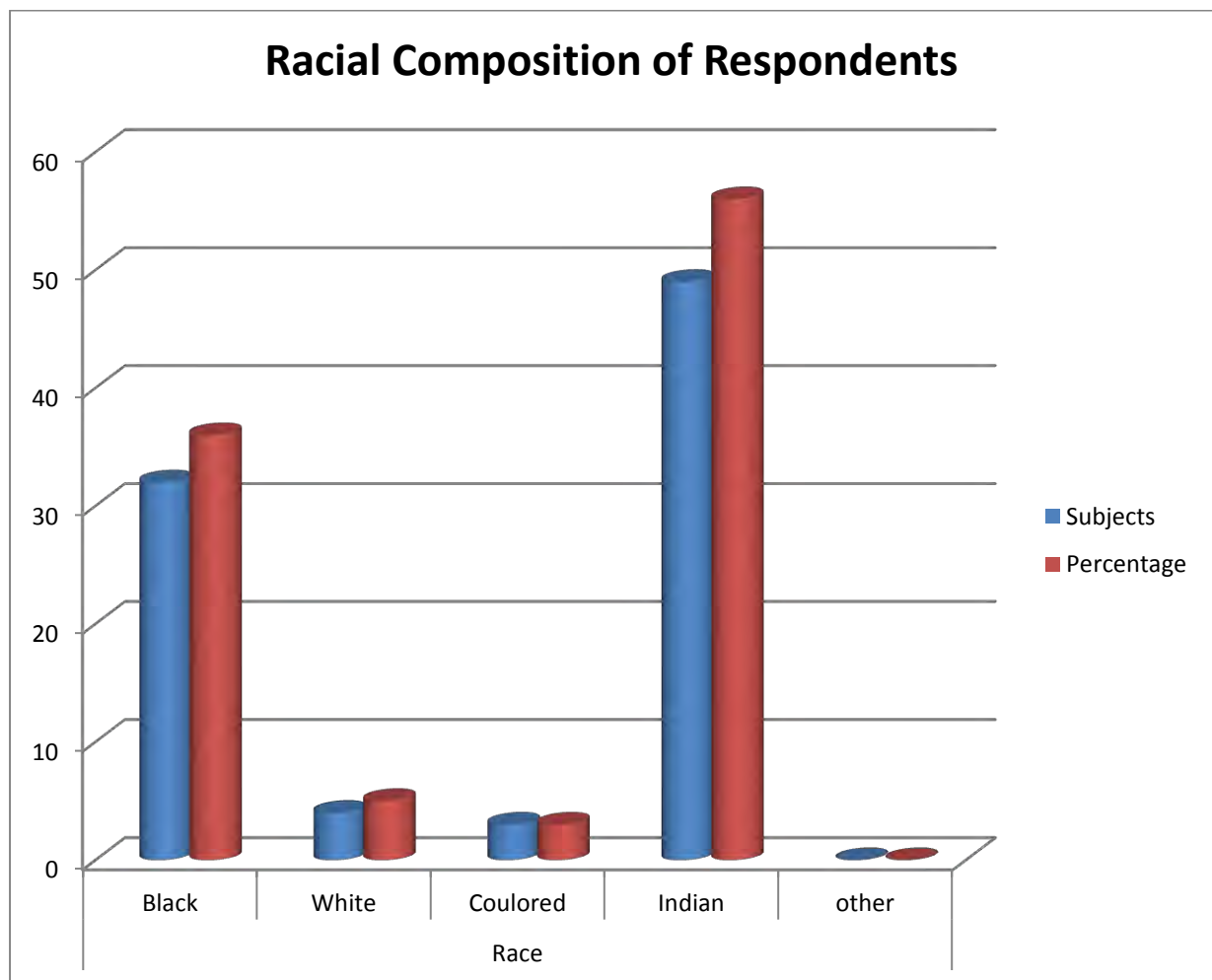


The figure shows that 21 respondents, or more than 23 percent of the sample, were between the ages of 20 and 30 years. There were 33 respondents aged 31 to 40 years, which represented the largest portion of the sample at 37.5 percent, while there were 22 respondents between the ages of 41 and 50 years (25 percent), and 12 respondents aged 51 to 60 years (13.5 percent of the sample). There were no respondents between the ages of 60 and 70.

4.3.3 Race

The respondents' race was ascertained as race has been identified in the literature as having a tendency to influence responses. The results are presented in the graph below:

Figure 4.3 Racial Compositions of Respondents

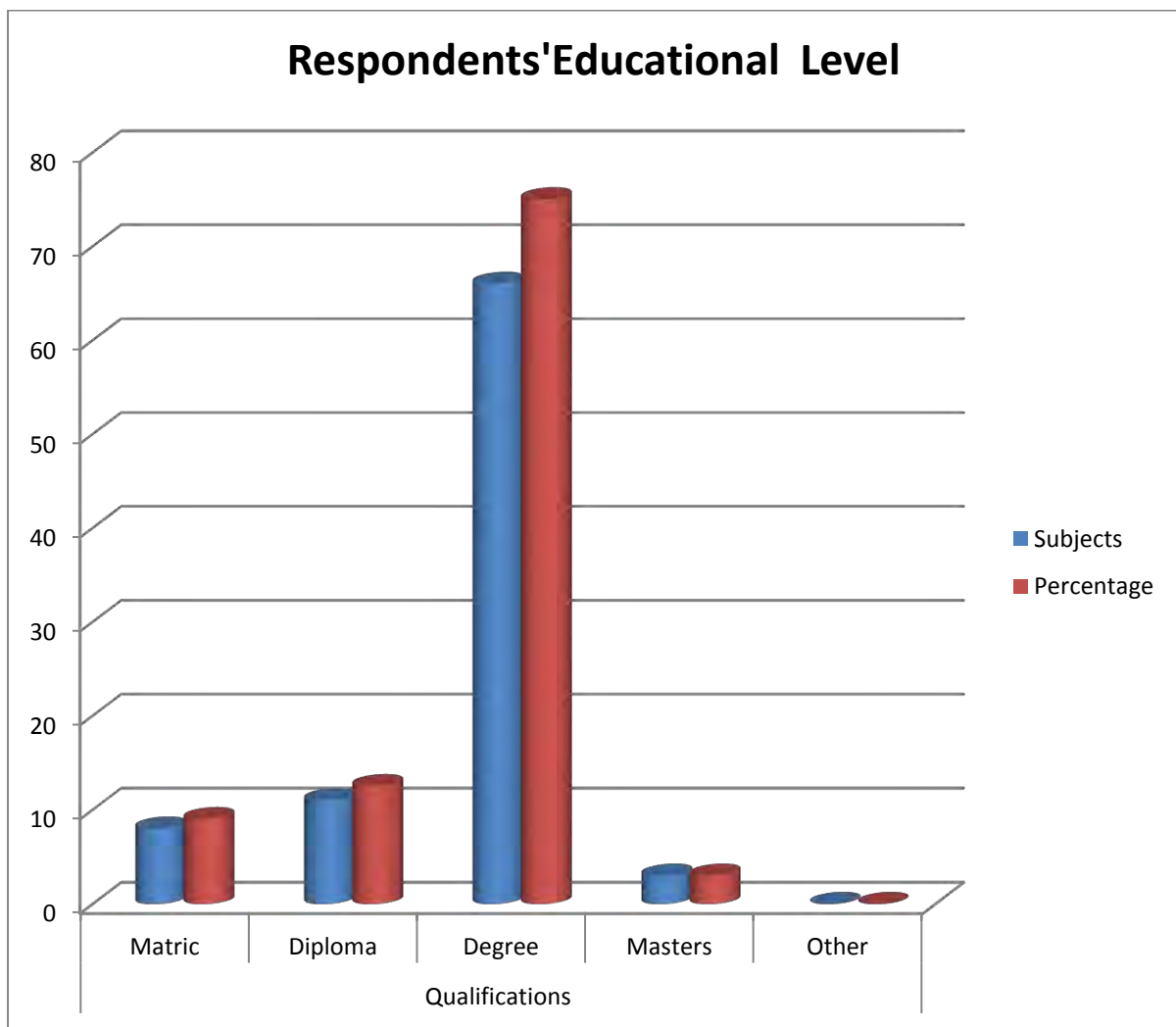


Four racial categories were represented in the sample. The results show that the majority of respondents are from the Indian community, with a representation of 49 subjects (56 percent of the respondents). Of the remaining respondents, 32 are from the African community (36 percent of the sample), four are White (5 percent), and the Coloured community was represented by three subjects (3 percent of the sample).

4.3.4 Educational Level

The respondents' educational level was ascertained as this has been identified in the literature to have a tendency to influence responses. The results are presented in the graph below:

Figure 4.4 Respondents' Educational Level

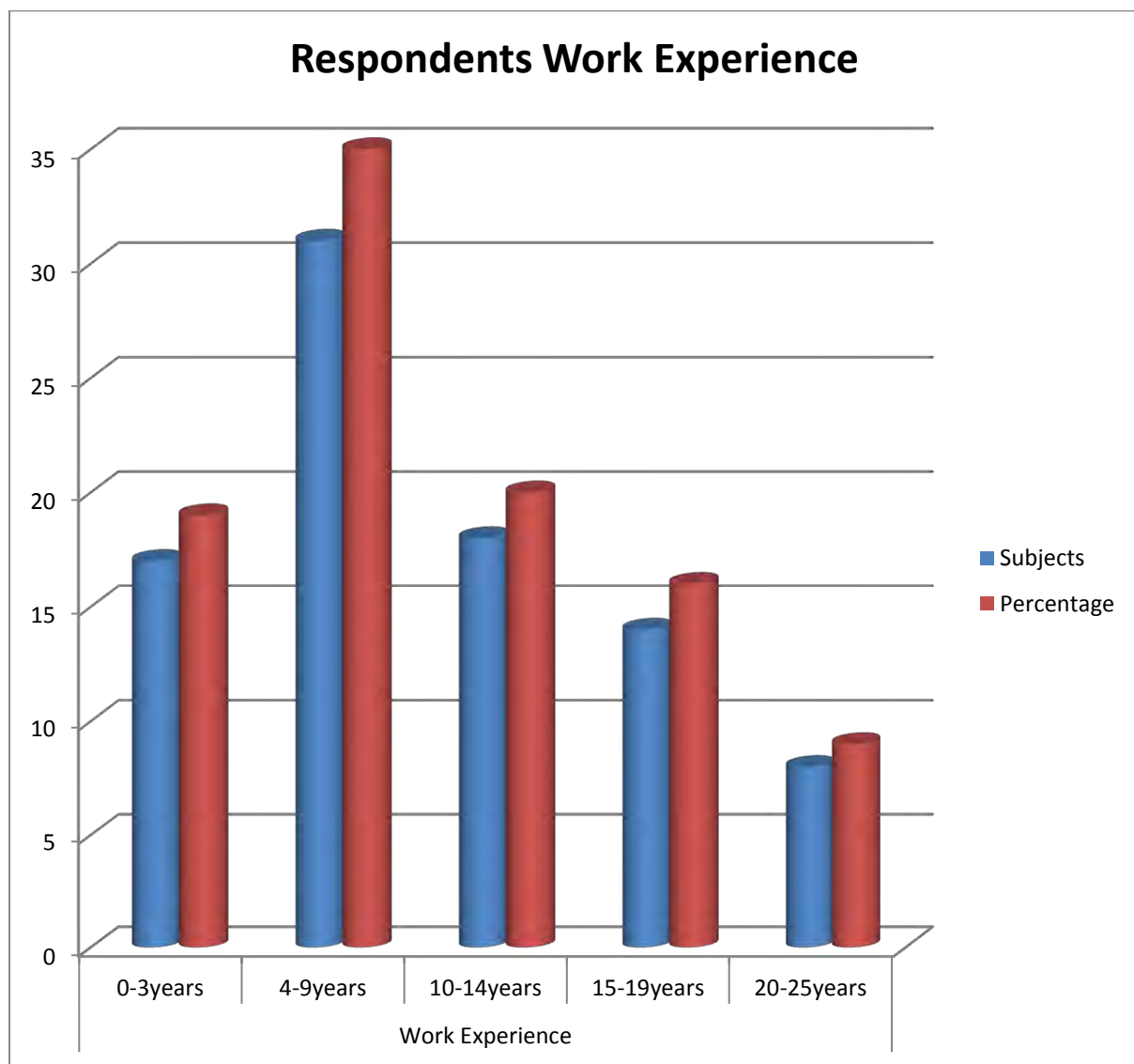


The results show that the majority of respondents have an undergraduate degree (66 subjects, or 75 percent of the respondents). Eleven of the remaining respondents possess a graduate diploma (more than 12 percent of the sample), eight have completed Grade 12 or matric (9 percent) and three (3 percent of the sample) have a postgraduate Masters or other degree.

4.3.5 Work experience

The respondent's work experience was ascertained as this has been identified in the literature as influencing responses. The results are presented in the graph below:

Figure 4.5 Respondents Work Experience



Thirty one respondents (36 percent of the sample) have between 4 and 9 years work experience. Seventeen respondents (38% of the sample) have between zero and three years and 10 and 14 years work experience, respectively, while 14 (more than 15 percent) have between 15 and 19 years work experience. A minority (eight respondents representing more than 9 percent of the sample) have between 20 and 25 years work experience.

4.4 Leadership and Supervision

Leadership styles have been identified as influencing job satisfaction and the information gathered was used to understand the factors affecting job satisfaction and to help answering the research question. The results in relation to supervisors were as follows:

4.4.1 Supervisors possess leadership skills

The majority of the respondents (58 subjects representing more than 66 percent of the sample) believed that their immediate supervisor did not possess leadership skills, compared with 12 (13.6 percent of the sample) who were unsure and 18 (20 percent) who believed that their immediate supervisors possessed leadership skills. These results are presented in the graph below:

Figure 4.6 Supervisor possess leadership skills



Bryman and Bell (2007) explain that bivariate analysis is concerned with the analysis of two variables at a time in order to uncover whether or not they are related. Pearson's r correlation is one of the methods used to examine relationships between interval or ratio variables.

The correlation (r) between work experience and the immediate supervisor possessing leadership skills is 0.509. This coefficient shows that there is a strong and positive relationship between work experience and the immediate supervisor possessing leadership skills. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, implying that there is a statistically significant relationship between work experience and the immediate supervisor possessing leadership skills ($r=0.509$, $p<0.05$).

The correlation (r) between gender and the immediate supervisor possessing leadership skills is 0.395. This coefficient shows that there is a strong and positive relationship between gender and the immediate supervisor possessing leadership skills. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship between gender and the immediate supervisor possessing leadership skills ($r=0.395$, $p<0.05$).

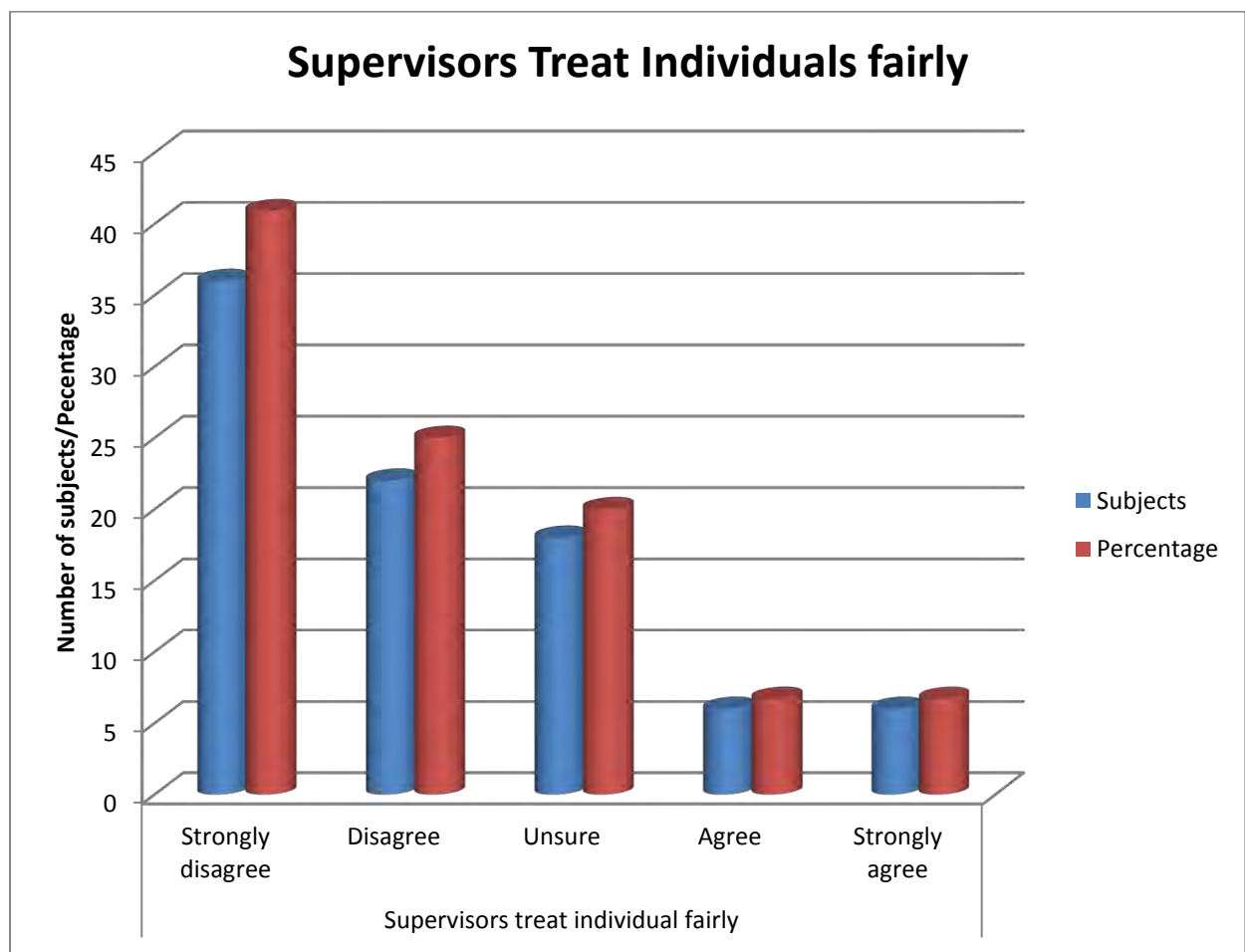
The correlation (r) between race and the immediate supervisor possessing leadership skills is 0.325. This coefficient shows that there is a strong and positive relationship between race and the immediate supervisor possessing leadership skills. The probability (p) of this correlation coefficient which is 0.002 is less than 0.05, thus implying that there is a statistically significant relationship between race and the immediate supervisor possessing leadership skills ($r=0.325$, $p<0.05$).

The correlation (r) between educational level and the immediate supervisor possessing leadership skills is 0.388. This coefficient shows that there is a strong and positive relationship between educational level and the immediate supervisor possessing leadership skills. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship between educational level and the immediate supervisor possessing leadership skills ($r=0.388$, $p<0.05$).

4.4.2 Treat individuals fairly

The results show that the majority of the respondents (58 subjects representing more than 66 percent of the sample) believed that their immediate supervisor does not treat individuals fairly, compared with 18 respondents (20 percent of the sample) who were unsure and 12 (13 percent) who believed that the immediate supervisors treat individuals fairly. The results are presented in the graph below:

Figure 4.7 Supervisors treat individuals fairly

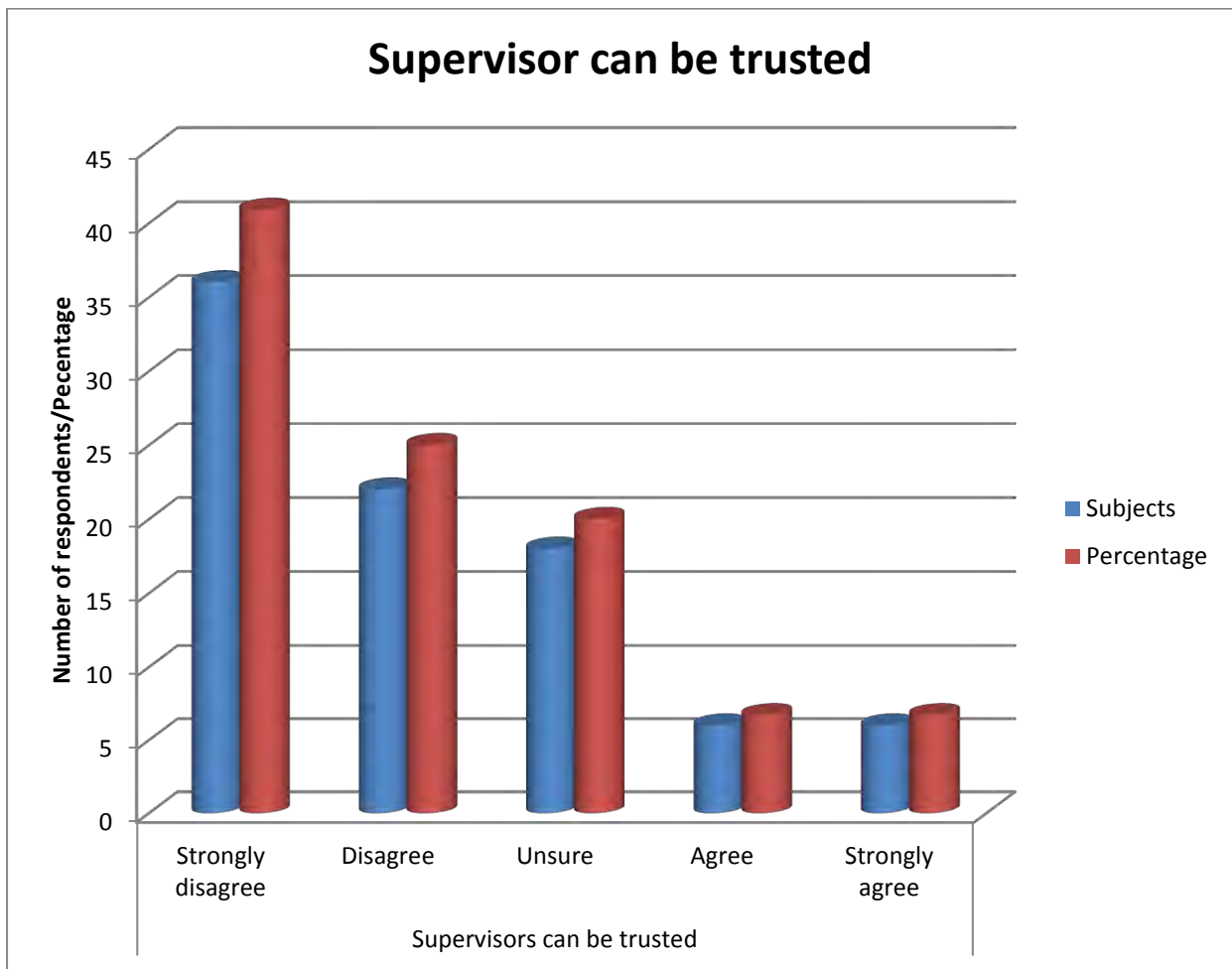


The correlation (r) between race and the immediate supervisor treating individuals fairly was 0.534. This coefficient shows that there was a strong and positive relationship between race and the immediate supervisor treating individuals fairly. The probability (p) of this correlation coefficient which was 0.000 was less than 0.05, thus implying that there is a statistically significant relationship between race and the immediate supervisor treating individuals fairly ($r=0.534$, $p<0.05$).

4.4.3 Supervisor can be trusted

The results show that the majority of the respondents (58 subjects, made up of 36 who strongly disagreed and 22 who disagreed), representing more than 66 percent of the sample, believed that their immediate supervisor cannot be trusted, compared with 18 respondents (20 percent of the sample) who were unsure and 12 (13 percent) who believed that their immediate supervisors can be trusted. The results are presented in the graph below:

Figure 4.8 Supervisor can be trusted

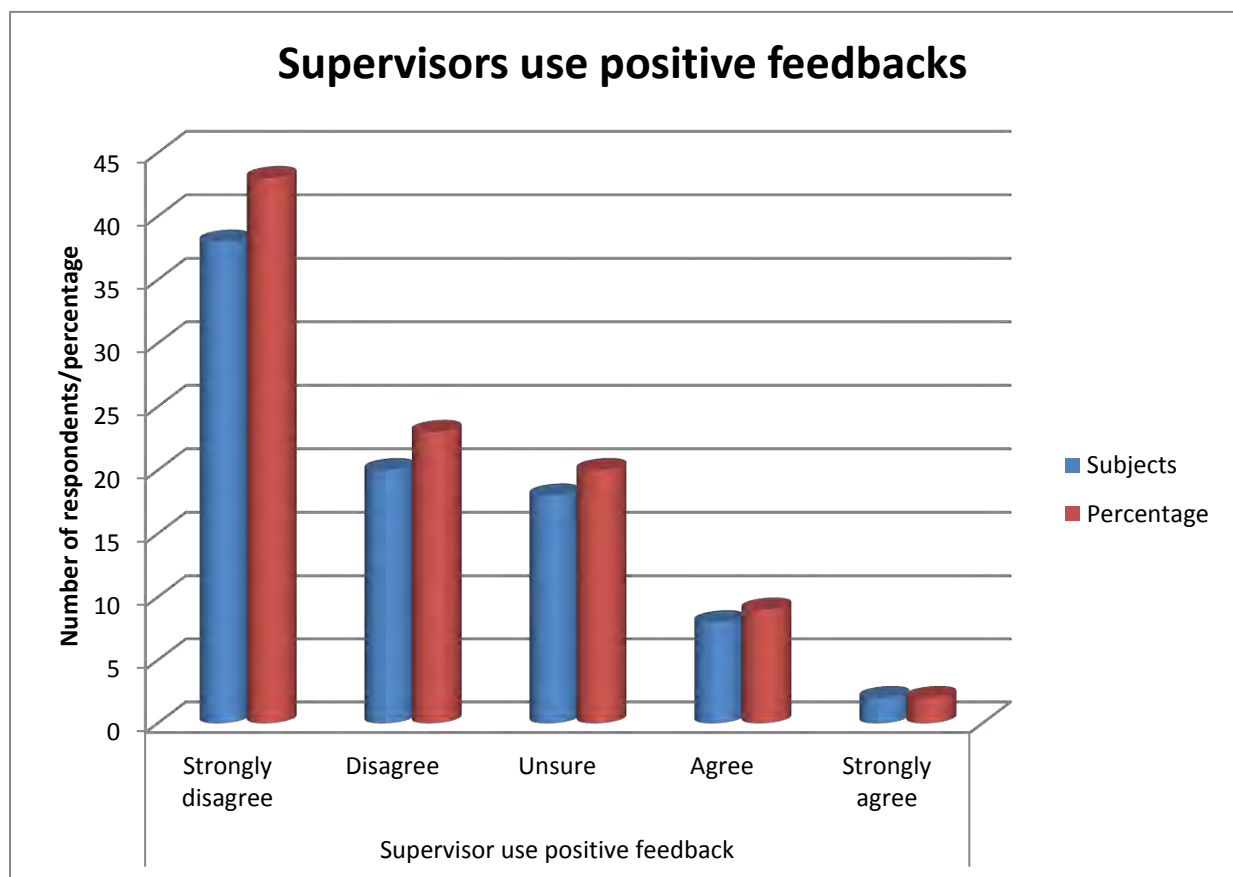


The correlation (r) between work experience and feeling that the supervisor can be trusted is 0.692. This coefficient shows that there is a strong and positive relationship between work experience and feeling that the supervisor can be trusted. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship between work experience and feeling that the supervisor can be trusted ($r= 0.692, p>0.05$).

4.4.4 Supervisors use positive feedback

The results show that the majority of the respondents (58 subjects, made up of 38 who strongly disagreed and 20 who disagreed), representing more than 66 percent of the sample believed that their immediate supervisor does not use positive feedback, compared with 18 respondents (20 percent of the sample) who were unsure and 10 (8 agreed and 2 strongly agreed), who formed 13 percent of the study sample who believed that their immediate supervisor uses positive feedback.

Figure 4.9 Supervisors use positive feedback

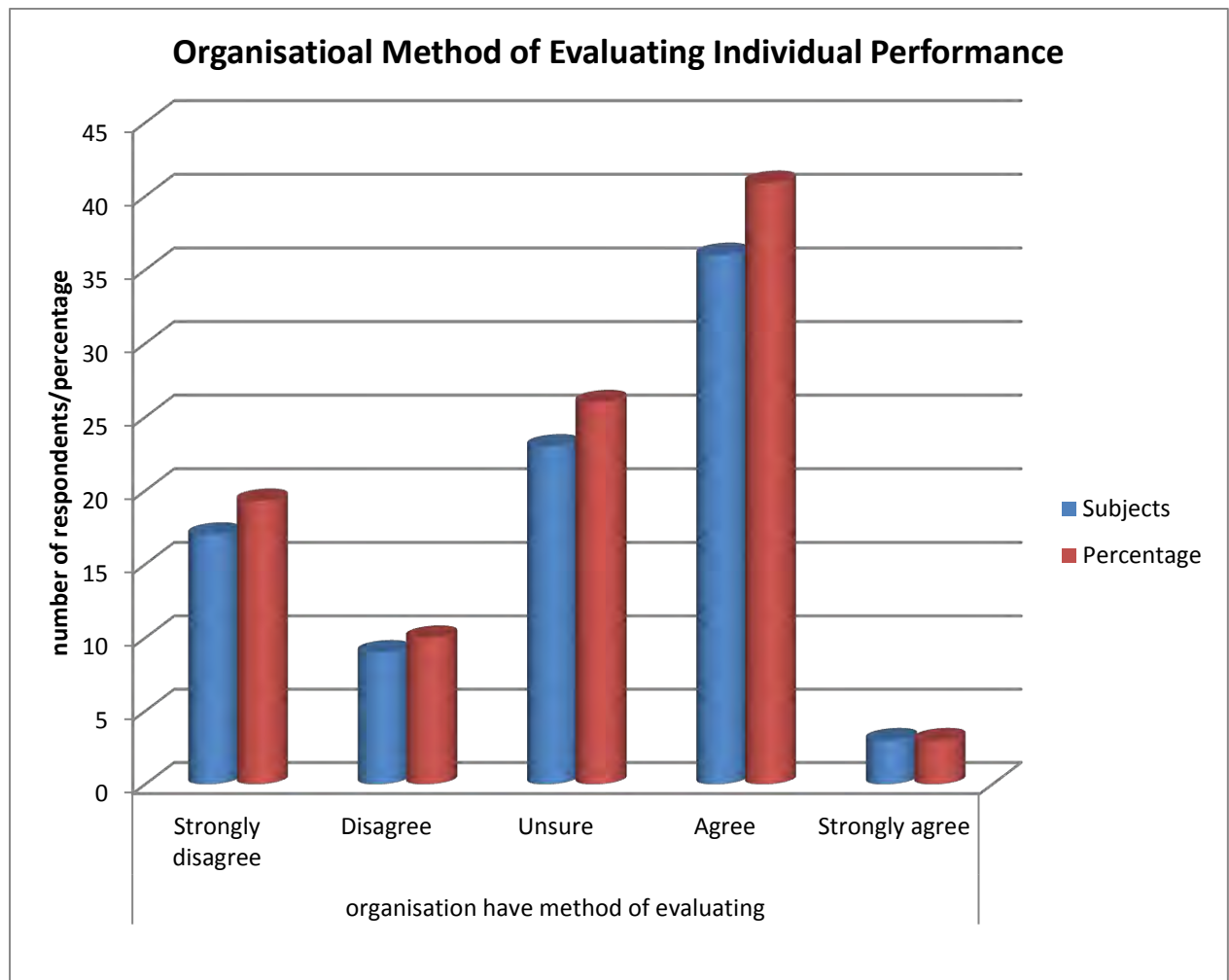


The correlation (r) between work experience and the immediate supervisor using positive feedback with employees is 0.490. This coefficient shows that there is a strong and positive relationship between work experience and the immediate supervisor using positive feedback with employees. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship between work experience and the immediate supervisor using positive feedback with employees ($r= 0.490$, $p>0.05$).

4.4.5 The organisation has a method of evaluating individual performance

The results show that the majority of the respondents (39 subjects, made up of 3 who strongly agreed and 36 who agreed), representing more than 66 percent of the sample believed that the organisation has a consistent, timely and fair method for evaluating individual performance, compared with 18 respondents (20 percent of the sample) who were unsure and 10 subjects (with 8 agreeing and 2 strongly agreeing), making up 13 percent of the study sample, believing that the organisation has a consistent, timely and fair method for evaluating individual performance. These results are presented in the graph below:

Figure 4.10 Organisation has a method of evaluating individual performance



The results show that the majority of the respondents believed that the organisation has a consistent, timely and fair method of evaluating individual performance.

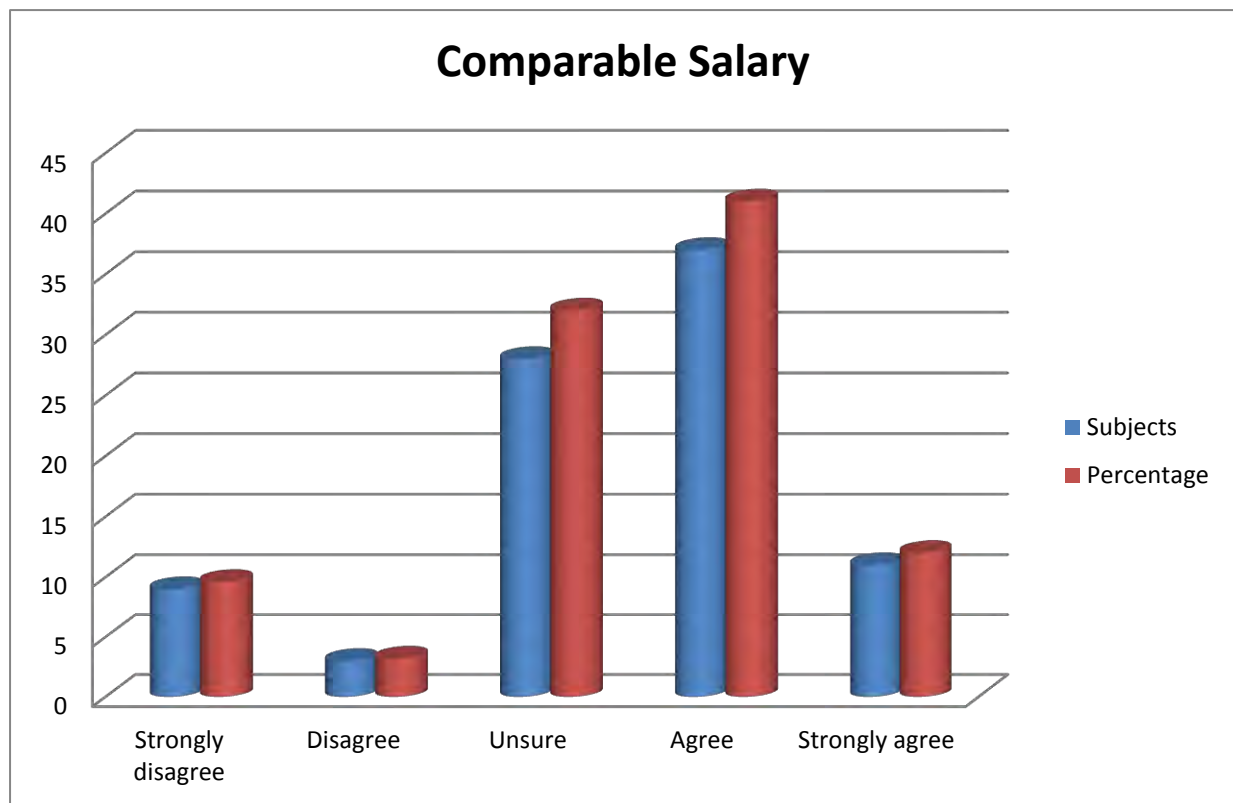
4.5 Salaries and Benefits

It was vital to investigate whether employees are satisfied with their salaries and benefits as these variables are important in attracting and retaining employees. The data collected were grouped together and are presented in the following graphs.

4.5.1. Comparable Salary

The respondents' feelings about their salary packages were sought as this has been identified as influencing job satisfaction. The results are presented in the graph below:

Figure 4.11 Comparable salary

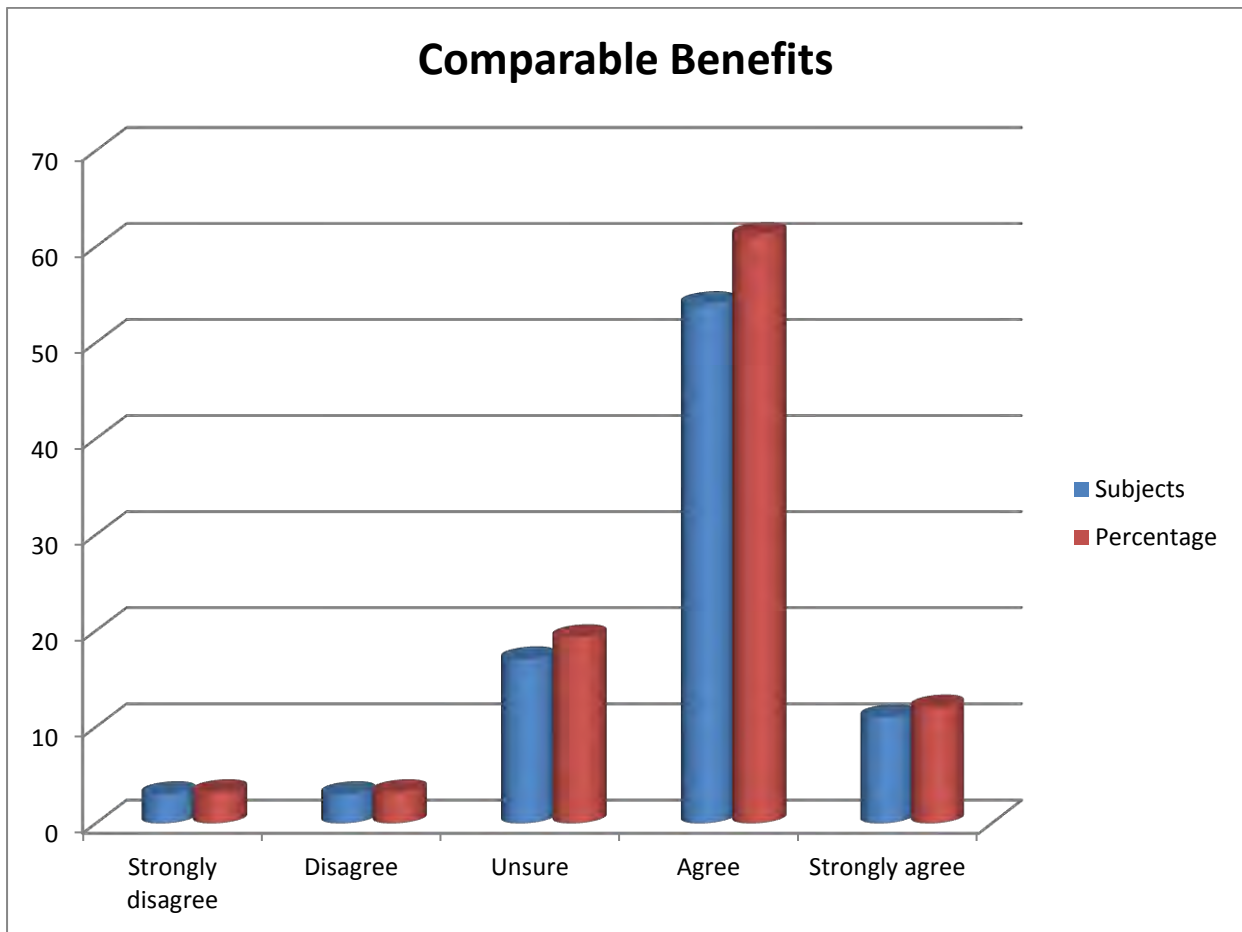


The results show that the majority of the respondents (48 subjects, made up of 11 who strongly agreed and 37 who agreed), representing more than 54 percent of the sample, believed that they earn a salary comparable with what other organisations are paying. Twenty eight respondents (representing 23 percent of the sample) were unsure and 12 (3 who disagreed and 9 who strongly disagreed), making up 13 percent of the study sample, believed that their salaries are not comparable with what other organisations are paying.

4.5.2. Comparable Benefits

The respondent's beliefs about employment benefits were collected because these have been identified as influencing job satisfaction. The results are presented in the graph below:

Figure 4.12 Comparable Benefits

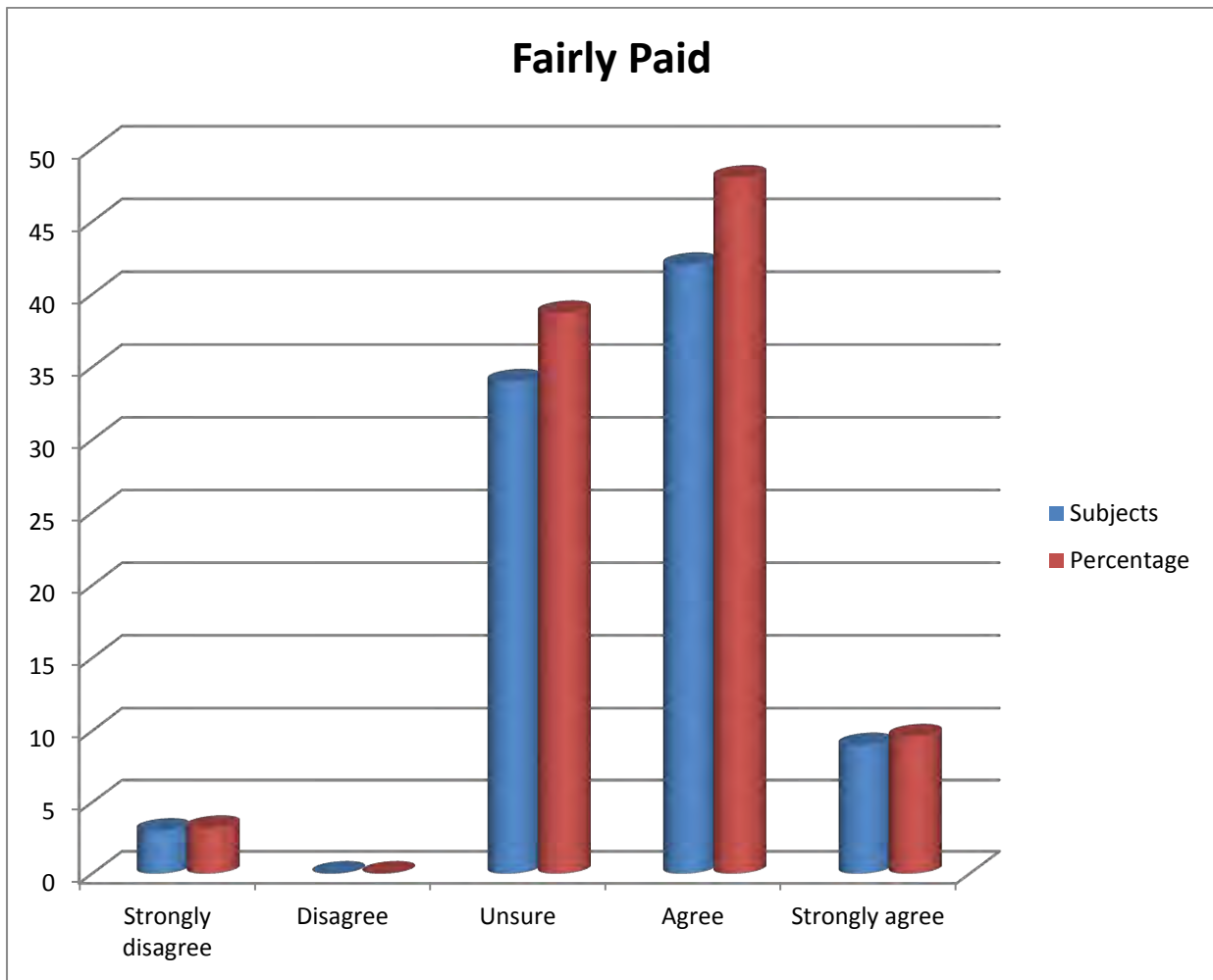


The results show that the majority of the respondents (65 subjects, made up of 11 who strongly agreed and 54 who agreed), representing more than 73 percent of the sample, believe that their benefits are comparable with what other organisations offer, compared with 17 respondents (19 percent of the sample) who were unsure and 6 (made up of 3 who disagreed and 3 who strongly disagreed), representing more than 6.5 percent of the study sample who believe that their benefits are not comparable with what other organisations offer.

4.5.3. Fairly Paid

The respondents' assessment of their salary packages were solicited as this has been identified as influencing job satisfaction. The results are presented in the graph below:

Figure 4.13 Fairly paid

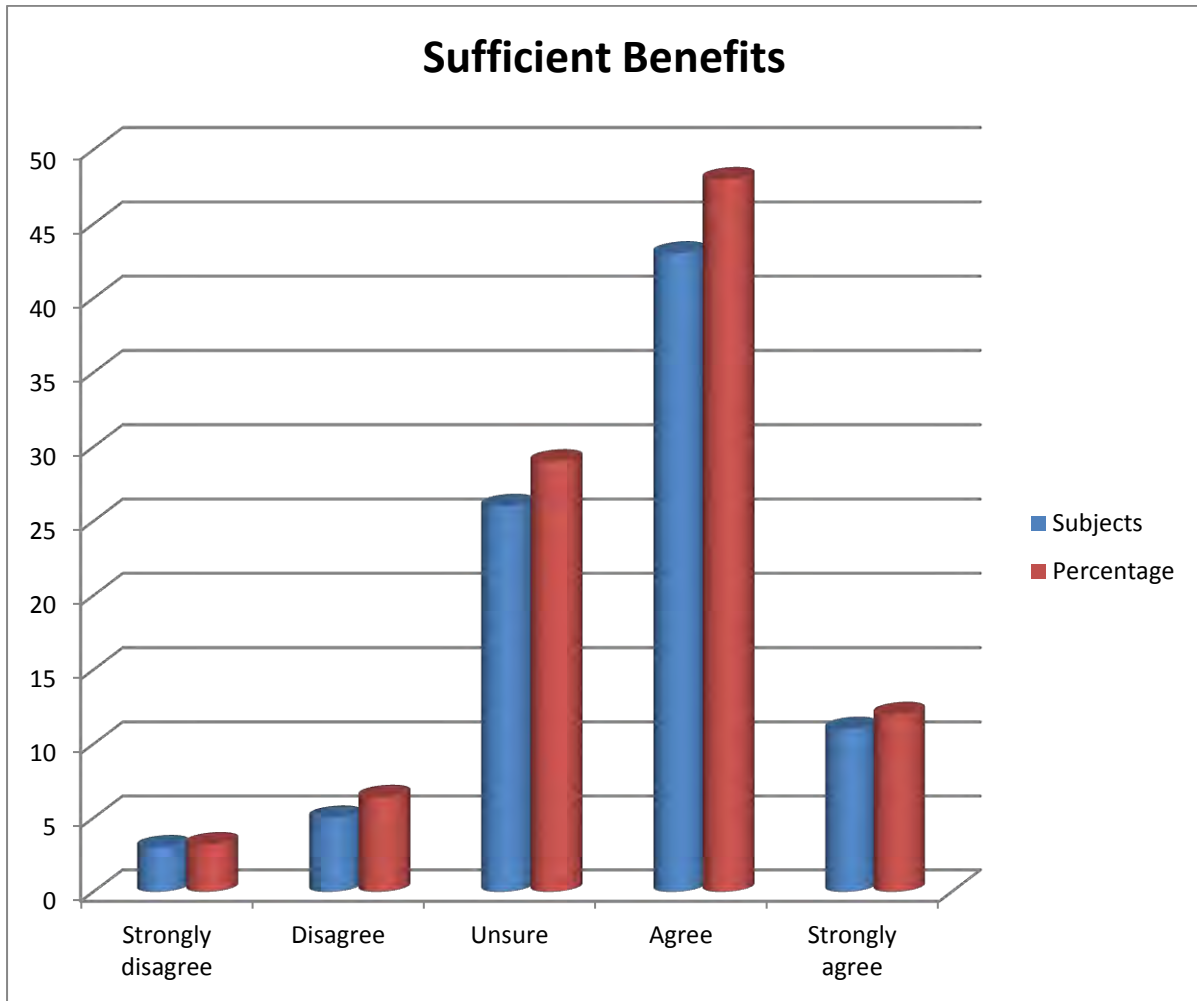


The results show that the majority of the respondents (51 subjects, made up of 9 who strongly agreed and 42 who agreed), representing more than 58 percent of the sample, perceived that they were being fairly paid, compared with 34 respondents (39 percent of the sample) who were unsure and 3 respondents who strongly disagreed (representing 3.2 percent of the study sample).

4.5.4. Sufficient Benefits

The respondents' perceptions of their benefits packages were sought; the results are presented in the graph below:

Figure 4.14 Sufficient Benefits

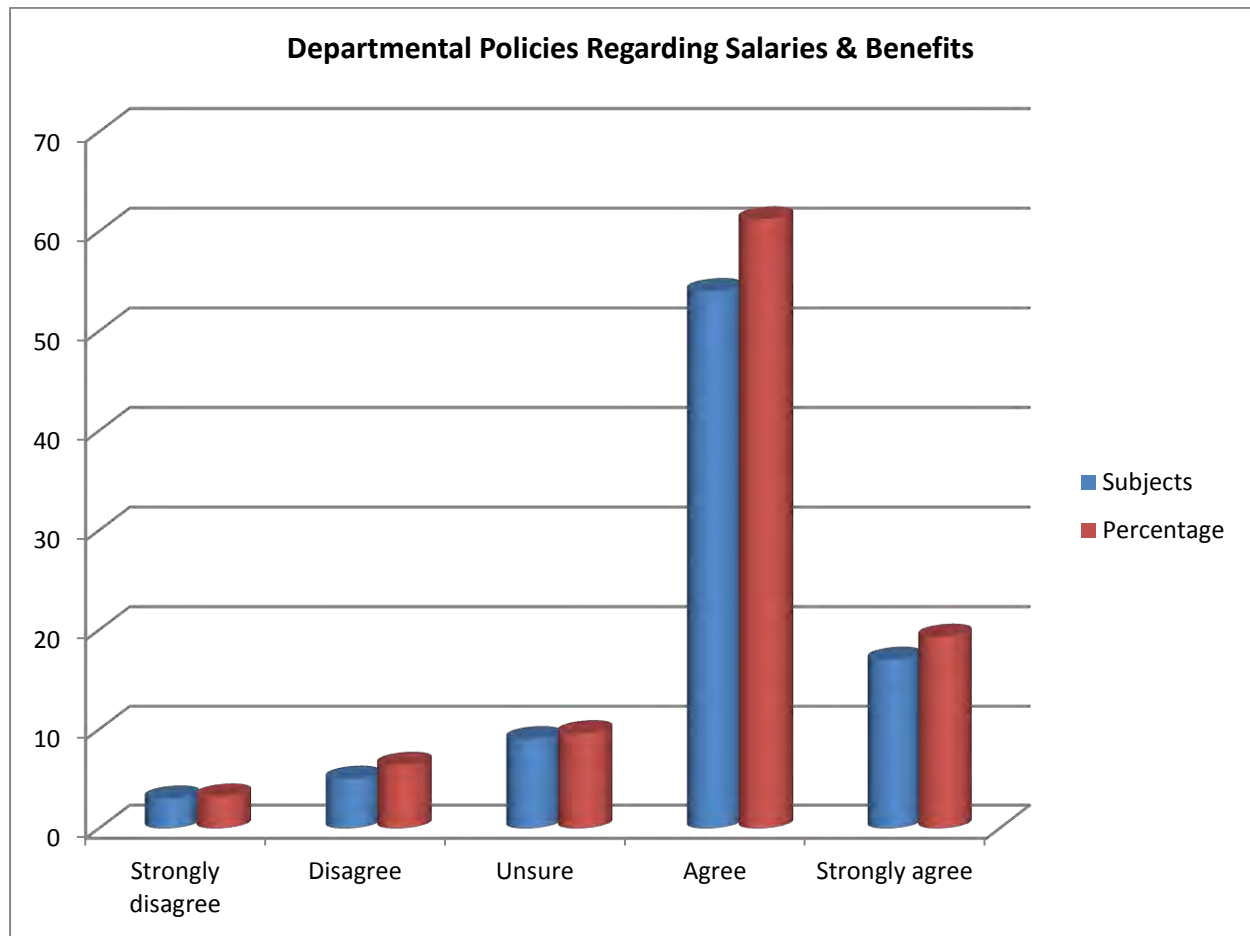


The results show that the majority of the respondents (54 subjects, made up of 11 who strongly agreed and 43 who agreed), representing more than 60 percent of the sample perceived that their organisations' benefits are sufficient, compared with 26 respondents (29 percent of the sample) who were unsure and 8 (5 disagreed and 3 strongly disagreed), representing 10 percent of the study sample who believed that their organisations' benefits are sufficient.

4.5.5. Departmental Policies regarding Salaries and Benefits

The respondents' beliefs about departmental policies regarding salaries and benefits packages were collected and the results are presented in the graph below:

Figure 4.15 Departmental policies regarding salaries and benefits



The results show that the majority of the respondents (71 subjects, made up of 17 who strongly agreed and 54 who agreed), representing more than 82 percent of the sample believed that the department has clear policies related to salaries, increases and bonuses, compared with 9 respondents, representing 9.6 percent of the sample who were unsure and 8 (5 disagreed and 3 strongly disagreed) who formed 13 percent of the study sample who believed that this is not the case.

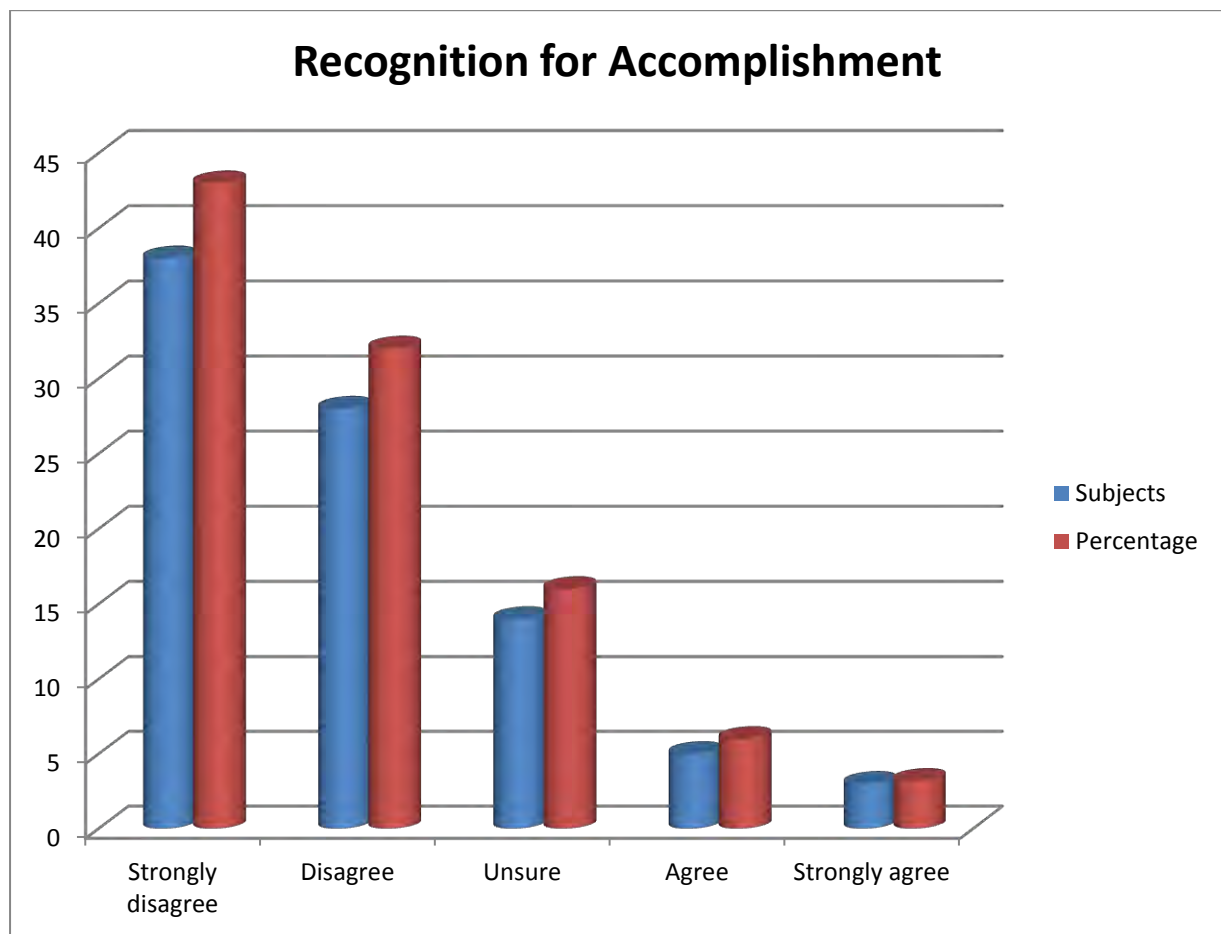
4.6 Recognition, Ownership and Promotion

It has been noted in the literature that factors like the nature of the work, individual recognition; opportunities for growth, work freedom and professional development play a significant role in work performance and job satisfaction by reducing work anxiety. Opinions on these variables were collected, grouped together and are presented in the following graphs:

4.6.1. Recognition for accomplishments

The respondents' perceptions of recognition for major accomplishments were collected and the results are presented in the graph below:

Figure 4.16 Recognition for accomplishment

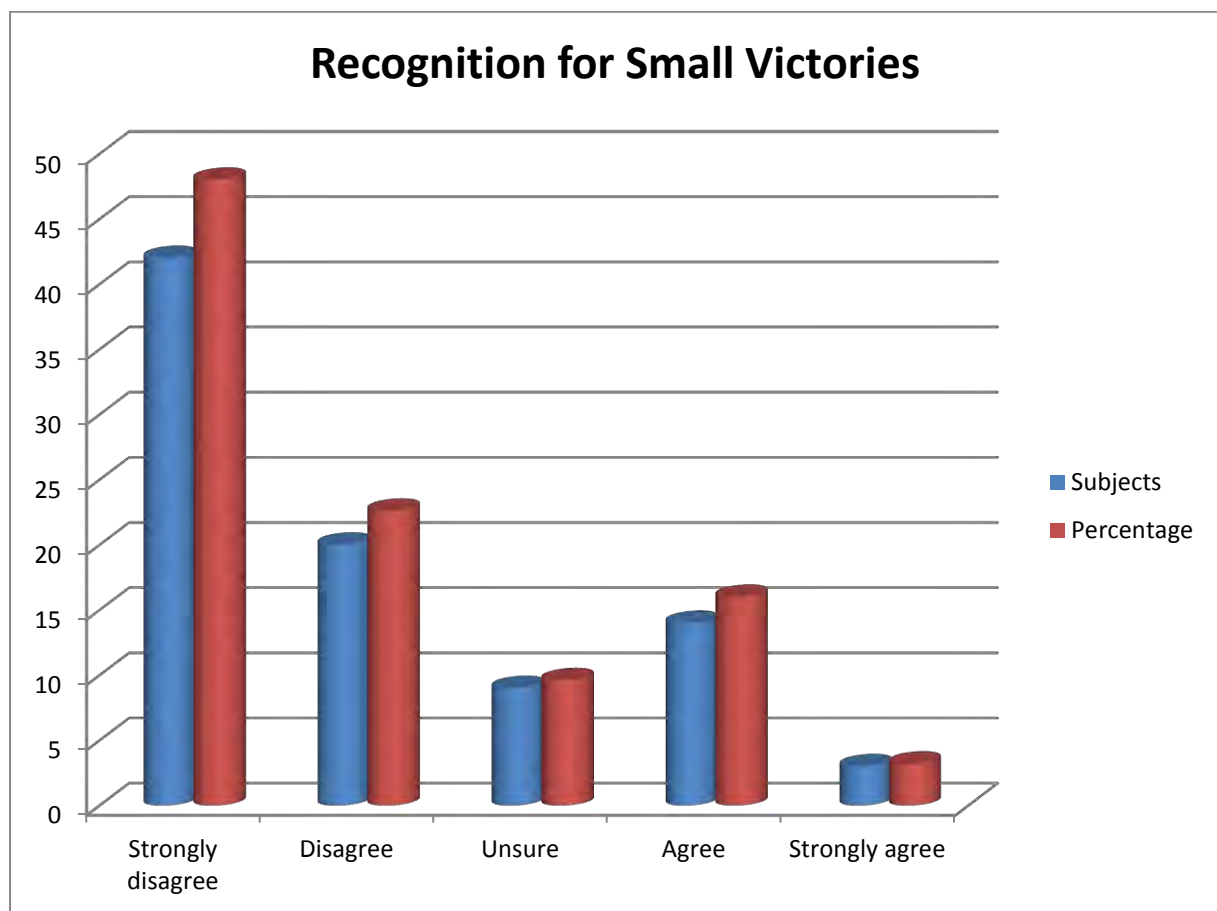


The results show that the majority of the respondents (66 subjects, made up of 38 who strongly disagreed and 28 who disagreed), representing more than 75 percent of the sample believed that the department does not recognize them for major accomplishments, compared with 14 subjects (16 percent of the sample) who were unsure and 8 (5 agreed and 3 strongly agreed) who made up more than 9 percent of the study sample, who believed that the department does recognize them for their major accomplishments.

4.6.2. Recognition for small Victories

The respondents' perceptions of recognition for small victories were collected and the results are presented in the graph below:

Figure 4.17 Recognition for small Victories



The results show that the majority of the respondents (62 subjects, made up of 42 who strongly disagreed and 20 who disagreed), representing more than 71 percent of the sample believed that the department does not recognize them for small victories on the job, compared with 9 subjects who represent 9.6 percent of the sample who were unsure and 17 (14 agreed and 3 strongly agreed) who formed 19.2 percent of the study sample, who believed that the department does recognize them for small victories on the job.

The table below illustrates the relationship between being recognised for major accomplishments on the job and being recognised for small victories:

Table 4.3 : Correlations between being recognised for major accomplishments on the job and being recognised for small victories

		You are recognized for your major accomplishments on the job	You are recognized for small victories
You are recognized for your major accomplishments on the job	Pearson Correlation	1	.772**
	Sig. (2-tailed)		0
	N	88	88
You are recognized for small victories	Pearson Correlation	.772**	1
	Sig. (2-tailed)	0	
	N	88	88

Table 4.3: Correlation is significant at the 0.01 level (2-tailed).

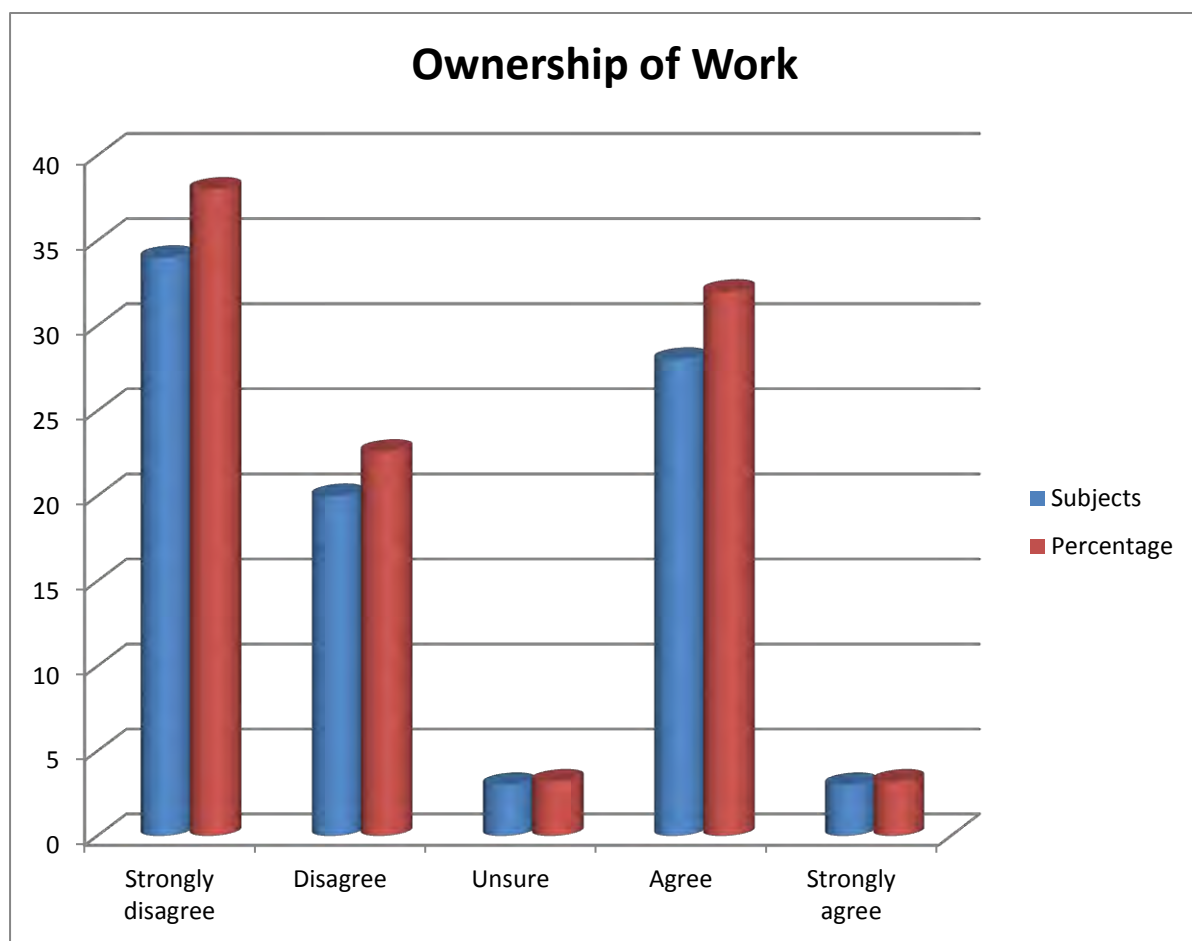
The correlation (r) between being recognised for major accomplishments on the job and being recognised for small victories is 0.772. This coefficient shows that there is a strong and positive relationship between being recognised for major accomplishments on the job and being recognised for small victories. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship

between being recognised for major accomplishments on the job and being recognised for small victories ($r = 0.772, p > 0.05$).

4.6.3. Ownership of work

The respondents' beliefs about ownership of their work were collected and the results are presented in the graph below:

Figure 4.18 Ownership of work

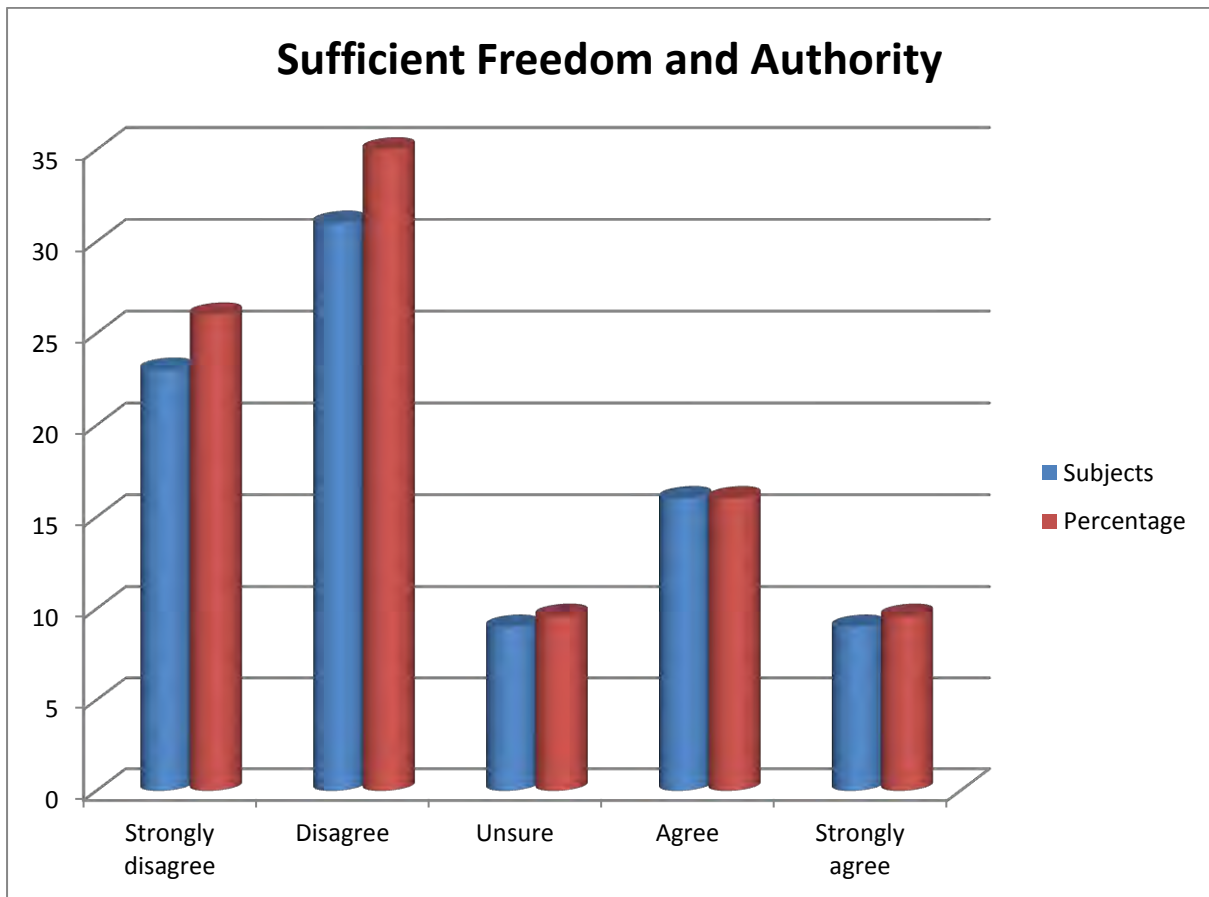


The results show that the majority of the respondents (54 subjects, made up of 34 who strongly disagreed and 20 who agreed), representing more than 61 percent of the sample perceive that they do not have ownership of their work, compared with 3 subjects, representing 3.2 percent of the sample who were unsure and 31 (28 agreed and 3 strongly agreed) who formed 35.5 percent of the study sample who perceive that they have ownership of their work.

4.6.4. Sufficient freedom and authority

The respondents' perceptions of being given sufficient freedom and authority for their work were collected and the results are presented in the graph below:

Figure 4.19 Sufficient Freedom and authority



The results show that the majority of the respondents (54 subjects, made up of 23 who strongly disagreed and 31 who disagreed), representing more than 61 percent of the sample believed that the department does not give them sufficient freedom and authority to perform their duties, compared with 9 subjects, representing 9.6 percent of the sample who were unsure and 25 (16 agreed and 9 strongly agreed) who formed 29 percent of the study sample who believed that the department gives them sufficient freedom and authority to perform their duties.

The table below illustrates the relationship between perceptions of having ownership of one's work and being given sufficient freedom and authority.

Table 4.4: Correlation between perceptions of having ownership of one's work and being given sufficient freedom and authority

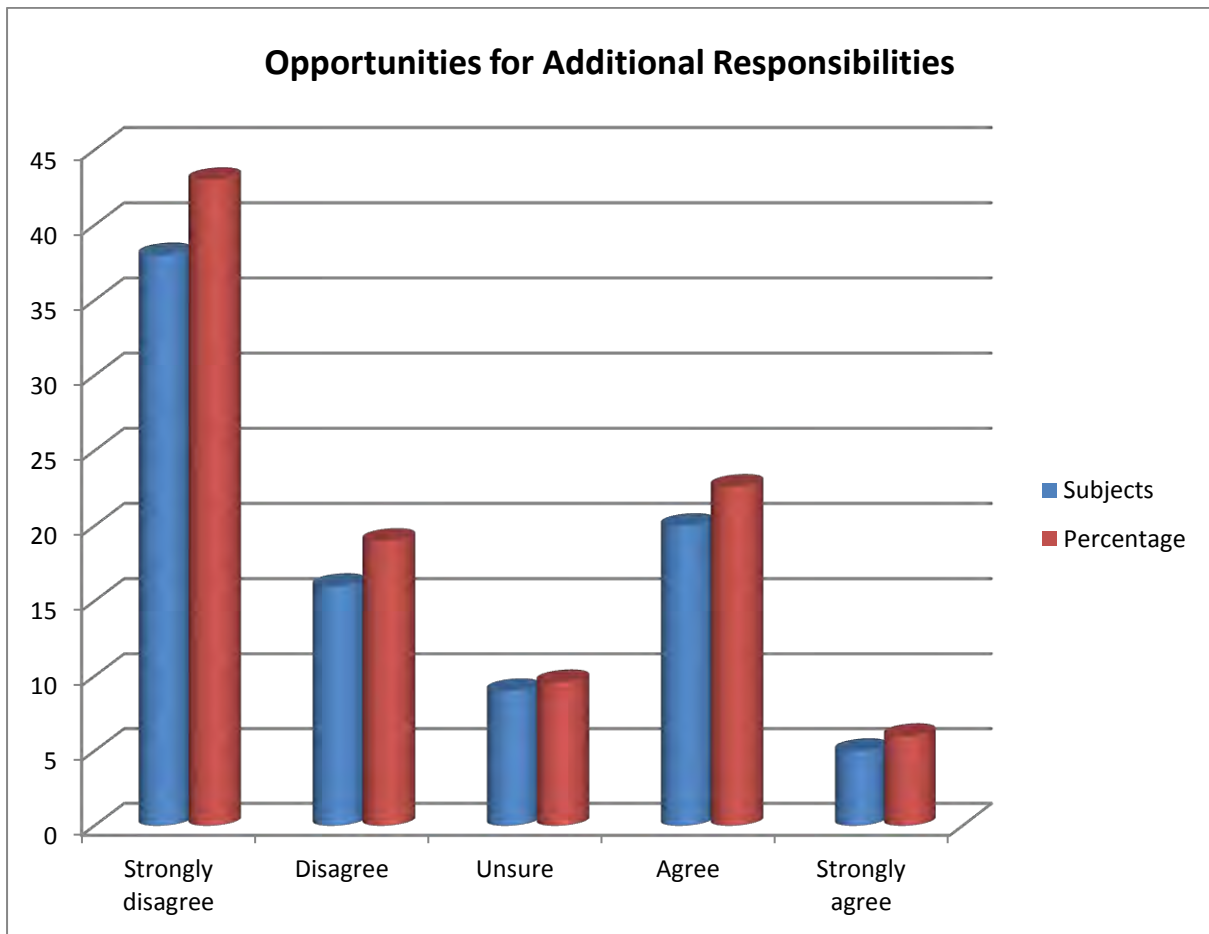
Correlations			
		You perceive that you have ownership of your work	You are given sufficient freedom and authority
You perceive that you have ownership of your work	Pearson Correlation	1	.746**
	Sig. (2-tailed)		0
	N	88	88
You are given sufficient freedom and authority	Pearson Correlation	.746**	1
	Sig. (2-tailed)	0	
	N	88	88

The correlation (r) between perceptions of having ownership of one's work and being given sufficient freedom and authority is 0.746. This coefficient shows that there is a strong and positive relationship between perceiving that one has ownership of one's work and being given sufficient freedom and authority. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship between perceiving that one has ownership of one's work and being given sufficient freedom and authority (r= 0.746, p>0.05).

4.6.5 Opportunities for additional responsibilities

The respondents' perceptions of being given opportunities for additional responsibilities at work were collected and the results are presented in the graph below:

Figure 4.20 Opportunities for additional responsibilities



The results show that the majority of the respondents (54 subjects, made up of 38 who strongly disagreed and 16 who disagreed), representing more than 62 percent of the sample believed that the department does not provide opportunities for additional responsibilities, compared with 9 subjects which represents 9.6 percent of the sample who were unsure and 25 (20 agreed and 5 strongly agreed) who formed 28 percent of the study sample who believed that the department provides opportunities for additional responsibilities

4.6.6. Rewards for Loyalty

The respondents' beliefs about being given rewards for their loyalty to their work were collected and the results are presented in the graph below:

Figure 4.21 Rewards for loyalty



The results show that the majority of the respondents (59 subjects, made up of 48 who strongly disagreed and 11 who disagreed), representing more than 68 percent of the sample believed that the department does not reward them for their loyalty, compared with 3 subjects which represents 3.2 percent of the sample who were unsure and 26 (23 agreed and 3 strongly agreed) who formed 30 percent of the study sample who believed that the department rewards them for their loyalty.

The table below illustrates the relationship between being given opportunities for additional responsibilities and being rewarded for loyalty.

Table 4.5: Correlation between being given opportunities for additional responsibilities and being rewarded for loyalty.

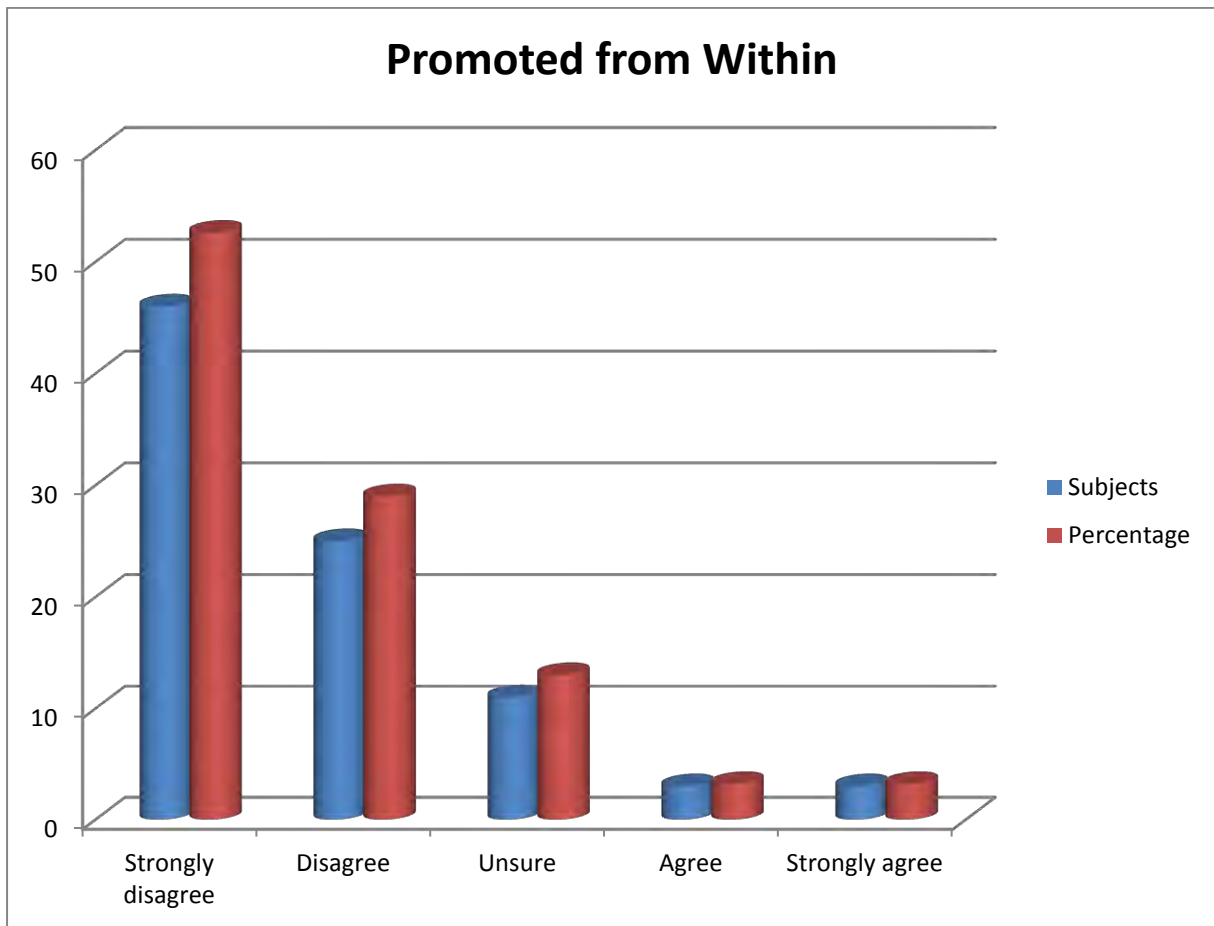
Correlations			
		You are provided with opportunities for additional responsibilities	You are rewarded for your loyalty
You are provided with opportunities for additional responsibilities	Pearson Correlation	1	.694**
	Sig. (2-tailed)		0
	N	88	86
You are rewarded for your loyalty	Pearson Correlation	.694**	1
	Sig. (2-tailed)	0	
	N	86	86

The correlation (r) between being given opportunities for additional responsibilities and being rewarded for loyalty is 0.649. This coefficient shows that there is a strong and positive relationship between being given opportunities for additional responsibilities and being rewarded for loyalty. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship between being given opportunities for additional responsibilities and being rewarded for loyalty ($r = 0.649$, $p > 0.05$).

4.6.7 Promoted from within

The respondents' perceptions of promotion from within were collected and the results are presented in the graph below:

Figure 4.22 Promoted from within

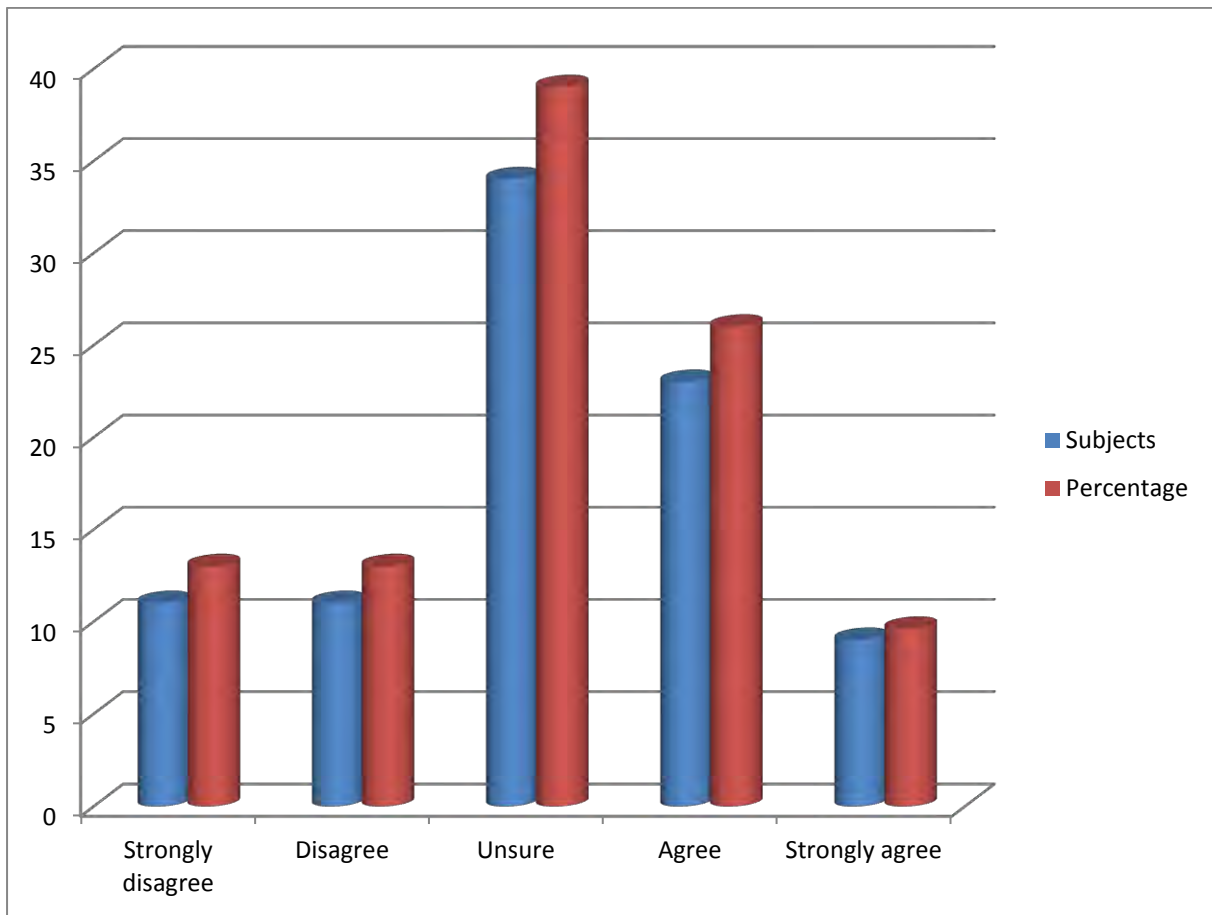


The results shows that the majority of the respondents (71 subjects, made up of 46 who strongly disagreed and 25 who disagreed), representing more than 82 percent of the sample believed that they are promoted from within, when appropriate, compared with 11 subjects, who represented 13 percent of the sample who were unsure and 6 (3 agreed and 3 strongly agreed) who formed 6.4 percent of the study sample who believed that they are promoted from within when appropriate.

4.6.8. Personal Growth

The respondents' beliefs about receiving support for continuing education and personal growth were collected and the results are presented in the graph below:

Figure 4.23 Personal Growth



The results show that the majority of the respondents (34 subjects), representing more than 39 percent of the sample were not sure whether the department provided support for continuing education and personal growth or not, while 22 subjects, who formed 26 percent of the sample disagreed and 32 (36 percent of the sample) agreed that the department supported continuing education and personal growth.

The table below illustrates the relationship between being promoted from within when appropriate and receiving support for continuing education and personal growth.

Table 4.6 Correlation between being promoted from within when appropriate and receiving support for continuing education and personal growth

Correlations			
		You are promoted from within, when appropriate	You are supported in continuing education and personal growth
You are promoted from within, when appropriate	Pearson Correlation	1	.594**
	Sig. (2-tailed)		0
	N	88	88
You are supported in continuing education and personal growth	Pearson Correlation	.594**	1
	Sig. (2-tailed)	0	
	N	88	88

The correlation (r) between being promoted from within when appropriate and being supported in continuing education and personal growth is 0.549. This coefficient shows that there is a strong and positive relationship between being promoted from within when appropriate and being supported in continuing education and personal growth. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05, thus implying that there is a statistically significant relationship between being promoted from within when appropriate and being supported in continuing education and personal growth ($r= 0.549$, $p>0.05$).

4.7 Summary

The objectives of this study were fulfilled and research question was answered by the data collected which were presented in this chapter in the form of graphs and tables. The results were divided into sub-sections which include the demographics of the respondents, views about salaries and benefits, recognition and ownership of work, and feelings about promotion and personal growth. All the variables that positively or negatively affect job satisfaction at Ulwandle Municipal Health Department were identified. The next chapter provides further discussion and comparison of these results.

CHAPTER FIVE

DISCUSSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the conclusions with reference to the problem statement and objectives outlined in Chapter one. The results are discussed in line with the objectives of this study and compared with studies related to job satisfaction, identifying similarities and differences. This chapter also provides recommendations that could be considered when addressing job satisfaction in South Africa. Finally, it outlines possible areas for further research.

5.2 Discussion

This section combines the objectives presented in Chapter one with the findings highlighted in Chapter four of this study. The objectives of the study were fulfilled by unpacking the responses to the questionnaires.

5.2.1 Demographics of the sample

The majority of respondents were female. This was to be expected as the majority of employees at Ulwandle Municipal Health Department are female. The biggest age group was 31 to 40 years and the majority of the respondents were Indian. Once again, this reflects the racial composition of employees in the Department. Therefore, the demographics of the sample represent the demographic profile of the workforce at Ulwandle Municipal Health Department.

5.2.2 Objective 1: To investigate whether demographics affect job satisfaction.

The responses were cross tabulated by gender, race, age, educational level and work experience to gain a deeper understanding of the results. The majority of both male and female respondents agreed that remuneration packages influence job satisfaction positively; however, a small number of male respondents disagreed. It was also revealed that gender did not have a major influence on the results of this study. The cross tabulation between race showed that the majority of African, Indian and Coloured respondents believed that job satisfaction is influenced by management styles, however, a large number of White respondents did not agree.

The cross tabulation between age and respondents' perceptions shows that younger respondents expressed higher levels of dissatisfaction than older respondents. The percentage of respondents who were dissatisfied with more than five variables declined with age, showing that age had an inverse relationship with job satisfaction.

Several studies have investigated the influence of demographic factors such as age and gender on job satisfaction. In general, older workers tend to be more satisfied with their jobs than younger workers (Siu, Lu, and Cooper, 1999), probably due to having better conditions and greater rewards, or because they may tend to value different things at work (Warr, 2001). Some authors consider that the relationship between age and job satisfaction is U-shaped, declining until around the mid-30s and gradually increasing until the late 60s (Birdi, Warr, and Oswald, 1995; Clark, Oswald, and Warr, 1996).

The results of this study are in line with the results of a study by Singler (2009), which found that demographics did not have a major influence on respondents' perceptions of job satisfaction. While studies in the United States and United Kingdom have shown that women experience higher levels of job satisfaction than men (Clark, 1997; Sousa-Poza and Sousa-Poza, 2000), this study's findings are in line with those of Greenhaus et al. (1990) and Witt et al. (1992), both of which failed to find consistent gender differences in job satisfaction.

5.2.3 Objective two: To investigate whether employees are satisfied with supervision and leadership styles.

The study considered the relationship between managers' leadership styles and job satisfaction at Ulwandle Municipal Health Department. Based on the findings, most employees are not satisfied with management styles. Issues giving rise to dissatisfaction include unfair treatment of individuals, supervisors not providing positive feedback, a lack of trust between employees and supervisors and the belief that supervisors lack leadership skills.

Lum et al. (2002) studied the relationship between leadership style and job satisfaction among nurses and concluded that, when employees believe that management does not possess leadership skills, this contributes to job dissatisfaction. This is in line with the results of this study.

Saiyadain et al. (1985) reached similar conclusions; they observed a relationship between leadership skills and job satisfaction and reported that most employees were of the opinion that a lack of leadership skills contributed to poor leadership style. Once again, this is in line with the results of this study.

5.2.4 Objective three: To investigate whether employees are satisfied with their salaries and benefits.

Ulwandle Municipal Health Department offers standard benefits as part of a remuneration package. In order to understand the influence of employment benefits on job satisfaction, respondents were asked if their salaries and benefits are comparable with those offered by other organisations and whether they perceive that employees in those organisations are being paid fairly. Based on the findings, most employees are satisfied with their remuneration at this point in time; 90 percent of the respondents perceived that their salaries and benefits are comparable with other organisations and that employees in those organisations are being paid fairly.

Torka and Schyns (2007) investigated the relationship between remuneration packages and job satisfaction amongst temporary staff compared with permanent staff members. They concluded that job satisfaction was higher amongst permanent staff members than temporary staff as temporary staff members received poorer benefits. Torka and Schyns' (2007) study showed that remuneration packages influence job satisfaction; this is in line with the findings of the present study.

5.2.5 Objective four: To investigate whether responsibility, recognition and advancement contribute to job satisfaction.

One of the most revealing results of this research study is the fact that more than two-thirds of the sample was not satisfied with regard to recognition for major accomplishments on the job, recognition for small victories, ownership of their work, their level of freedom and authority, opportunities for additional responsibilities and rewards for loyalty. These variables were identified as affecting job satisfaction among all categories of workers.

5.2.6 Summary

The aim of this study was to understand the factors influencing job satisfaction at Ulwandle Municipal Health Department. The objectives were to investigate whether employees are satisfied with supervision and leadership styles, whether employees are satisfied with salaries and benefits, whether recognition and advancement contribute to job satisfaction, and to investigate the relationship between age, gender, and experience and job satisfaction.

The data collected answered the questions set for the study objectives and confirmed that the employees are not satisfied with leadership styles, recognition for accomplishments, ownership of their work, and the extent of their freedom and authority. The following section presents recommendations based on the study results.

The majority of the respondents agreed that motivational factors (such as recognition for major accomplishments on the job, recognition for small victories, ownership of their work, being given sufficient freedom and authority, provided with opportunities for additional responsibilities and being rewarded for loyalty) influence job satisfaction levels among employees at Ulwandle Municipal Health Department. Variables such as recognition increase employees' job satisfaction levels. All the study objectives were fulfilled and recommendations based on the study results are presented. Although there were limitations, this study provided information that is of benefit to both the employees and the organisation.

5.3 Recommendations

This study examined the factors influencing job satisfaction at Ulwandle Municipal Health Department. The data were analyzed in order to generate recommendations that could fill the gaps in literature and practices. The following recommendations are put forward:

- Ulwandle Municipal Health Department management needs to consider the characteristics of a good leader, the relationship between a group leader and his or her subordinates, the fair distribution of workloads by supervisors or heads of department.
- Ulwandle Municipal should ascertain that, people that are appointed into supervisory positions are qualified and competent furthermore their leadership skills need to be re-evaluated and relevant training should be provided as needed. Ulwandle Municipal should also ascertain the utilisation of appropriate psychometric testing to identify supervisors that are trustworthy and competent.
- Ulwandle Municipal Health Department should consider management coaching and mentoring. The senior management in the department should provide guidance about a variety of career related concerns. In particular, senior managers can help the junior managers to understand how employees will respond to his or her behaviours and point out weaknesses or blind spots. Senior managers may also serve as role models that a manager can emulate, and they provide valuable advice concerning the styles of leadership favoured in the organisation.
- Management should consider introducing certain changes in the organisation, changes that may reduce perceptions of unfairness include:
 - Base promotions on objective measures of performance,
 - Reclassify jobs that appear to be inequitably paid (establish internal pay equity)
 - Allow employees to have more involvement in planning and controlling their work,
 - Ensure that policies, procedures, rules and regulations are uniformly administered and enforced.

- Ulwandle Municipal Health Department should design its Human Resource strategy in such a way that it provides better career development programs, which would enhance employee satisfaction. Satisfied employees are important forecasters of organizational performance and organizational commitment.

5.4 Recommendations for further research

The recommendations for further research are based on the findings and limitations identified in this study. Despite these limitations, the present study provides a starting point for further research on this subject.

The sampling frame used in this study was limited as it was restricted to respondents in the health department; therefore it is recommended that a broader investigation be conducted which would include a considerable number of municipal employees across departments.

5.5 Summary

This study explored the factors affecting employee job satisfaction at Ulwandle Municipal Health Department. Despite the limitations identified above, the research objectives were met and the study has raised a number of salient issues. The findings of this study close some of the gaps in the academic literature relating to job satisfaction in the municipal context in South Africa. Nevertheless, it is recommended that further studies should be conducted.

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Informed Consent Letter

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

Dear Respondent,

MBA Research Project

Researcher: Name (Telephone number)

Supervisor: Name (Office Telephone number)

Research Office: Ms P Ximba 031-2603587

I, Xolani Mhlongo an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal. You are invited to participate in a research project entitled Factors Affecting Job Satisfaction at Municipal Health Department. The aim of this study is to identify the factors that influence job satisfaction at Municipal Health Department

Through your participation I hope to understand the factors that lead to both job satisfaction and dissatisfaction at Municipal Health Department. Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

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

The survey should take you about **10** minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by participant

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

MBA Research Project

Researcher: Xolani Mhlongo (0829622566)

Supervisor: Steve Msomi (Office Telephone number)

Research Office: Ms P Ximba 031-2603587

CONSENT

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

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

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

Sample of Questionnaire / Interview Schedule

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

MBA Research Project

Researcher: Xolani Mhlongo (0829622566)

Supervisor: Steve Msomi (Office Telephone number)

Research Office: Ms P Ximba 031-2603587

**FACTORS AFFECTING JOB SATISFACTION OF WORKERS IN MUNICIPALITY
HEALTH DEPARTMENT**

The purpose of this survey is to solicit information from uLwandle Municipality Health Department regarding employee's job satisfaction. The information and ratings you provide us will go a long way in helping us identify factors affecting job satisfaction in the department. The questionnaire should only take less than 10 minutes to complete. In this questionnaire, you are asked to indicate what is true for you, so there are no "right" or "wrong" answers to any question. Work as rapidly as you can. If you wish to make a comment please write it directly on the booklet itself. Make sure not to skip any questions. Thank you for participating.

Questions

The first five Questions related to the first Objective of the study

Gender	Male	Female
---------------	------	--------

Age	20-30	31-40	41-50	51-60	61-65
------------	-------	-------	-------	-------	-------

Race	Black	Whites	Coloured	Indian	Other
-------------	-------	--------	----------	--------	-------

Educational Levels	Matric	Diploma	Degree	Masters	other
---------------------------	--------	---------	--------	---------	-------

Work Experience	< 3yrs	4 – 9yrs	10 – 14yrs	15- 19yrs	> 20
------------------------	--------	----------	------------	-----------	------

The following five Questions related to the second Objective of the study.

Please tick the number that most closely represents your experience:

1 = Strongly disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = Strongly agree

The immediate supervisor possess leadership skills	1	2	3	4	5
The immediate supervisor treat individuals fairly	1	2	3	4	5
Do you feel that the supervisor can be trusted	1	2	3	4	5
The immediate supervisor use positive feedback with employees	1	2	3	4	5
The organisation have a consistent, timely and fair method for evaluating individual performance	1	2	3	4	5

The following five Questions related to the third Objective of the study.

Please tick the number that most closely represents your experience:
 1 = Strongly disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = Strongly agree

Your practice's salaries are comparable to what other organisations are paying.	1	2	3	4	5
Your practice's benefits are comparable to what other organisations are offering	1	2	3	4	5
Do you perceive that other organisations are being paid fairly	1	2	3	4	5
Do you perceive that other organisations benefits are sufficient	1	2	3	4	5
The department have clear policies related to salaries, raises and bonuses	1	2	3	4	5

The following Questions related to the fourth Objective of the study.

Please tick the number that most closely represents your experience:
 1 = Strongly disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = Strongly agree

You are recognized for your major accomplishments on the job	1	2	3	4	5
You are recognized for small victories	1	2	3	4	5
You perceive that you have ownership of your work	1	2	3	4	5
You are given sufficient freedom and authority	1	2	3	4	5
You are provided opportunities for added responsibility	1	2	3	4	5
You are rewarded for your loyalty and your performance	1	2	3	4	5
You are promoted from within, when appropriate	1	2	3	4	5
You are supported in continuing education and personal growth	1	2	3	4	5

Comments

--

End of the Questionnaire

Thank you for taking the time to complete the questionnaire.



27 June 2013

Mr Xolani J Mhlongo 207525241
Graduate School of Business and Leadership
Westville Campus

Dear Mr Mhlongo

Protocol reference number: HSS/0445/013M

Project title: Factors affecting job satisfaction of workers at "Ulwandle" Municipal health department.

NO- RISK APPROVAL

In response to your application dated 23 May 2013, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

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

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

Yours faithfully

.....
Dr Shenuka Singh (Deputy Chair)
Humanities & Social Science Research Ethics Committee

/pm

cc Supervisor: Steven Msomi
cc Academic Leader: Dr E Munapo
cc School Admin.: Ms Wendy Clarke

Humanities & Social Sciences Research Ethics Committee
Professor Urmilla Bob (Chair) and Dr Shenuka Singh (Deputy Chair)
Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 3587/8350/4557 Facsimile: +27 (0)31 260 4609 Email: ximbap@ukzn.ac.za / snymanm@ukzn.ac.za / mohunp@ukn.ac.za

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First Draft By Xolani

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CHAPTER ONE INTRODUCTION 1.1 Introduction The shortage of skills in South Africa puts pressure on organisations to strengthen the need for retaining capable and reliable human capital. In an effort to retain essential skills, organisations are under pressure to ensure job satisfaction amongst their employees. Job satisfaction allows and fosters positive working conditions which in turn influence employees to stay with their current employers instead of looking elsewhere (Singler, 2009). Ukwandlwe Municipal Health Department has placed high importance on human resources within the organisation and has regarded employees as a contributing factor toward the

achievements of service delivery. For this reasons, the municipal has tried to ensure the well-being of staff members in order to retain skills and knowledge to ensure sustainability and to continue the organisation's achievements. The issue of job satisfaction poses a challenge to most organisation but more especially organisations in specialized and service industries such as governments departments. Ulwandle municipal health department has huge challenges in keeping their highly skilled and specialised employees satisfied and thereby retaining them. This paper aim to investigate in closer detail the challenges faced by Ulwandle municipal health department with regards to Job satisfaction. This chapter aimed to give an overview of the topic chosen and the motivation behind the study. Focus areas of the study will be highlighted to provide a better understanding of the dimensions of what will be achieved. The problem statement will be introduced to identify the problem this study has to solve, as well as research questions being posed to provide key areas for research that have to been addressed. The aim and objectives of the study will be defined clearly and limitations will be identified in this Chapter.

1.2 Background of the Study

Ulwandle municipal Health Department has continuously looked for answers as to why certain staff members are loyal to the organisation and achieve long service awards; however, there remains an element of staff turnover. The Department has therefore tried to ensure the wellbeing of staff members in order to retain skills and knowledge to ensure sustainability and to continue the businesses achievements. This is because; the department has placed high importance on human resources within the business and has regarded employees as a contributing factor toward the achievements of the organisation. The completion of this study will provide the organisation with valuable knowledge on the influences of job satisfaction, the effect on the business as well as the influences of staff retention. The results from this study would provide Ulwandle municipal health department with information on areas to improve which would thereby improve the working environment and decrease the rate of turnover. This study will benefit the Human Resource department though identifying areas of concern relating to job satisfaction through suggestions and recommendations based on the proven research which would add value at Ulwandle municipal health department. Workers on the other hand would benefit directly from this study if Ulwandle municipal health department were to focus on job satisfaction as well as employee concerns and perceptions. Finally the senior management of this department would be enlightened on the key areas of concern which would be used as valuable information for future decision making.

Job satisfaction: Ulwandle municipal Health Department has become increasingly interested in the welfare of employees as according to Crow and Hartman (1995), employees who experience job satisfaction are more productive and beneficial to an organisation than those who are not satisfied. By determining and implementing the influencing factors of job satisfaction at Ulwandle Municipal Health Department the organisation will be able to monitor and stimulate job satisfaction levels and market the influencing factors to future talent for the good of department.

Staff retention: High staff turnover levels are concerning for any organisation as this results in work disruption and has implications on staff morale and organisational culture. According to Becker (1992), employees who are not satisfied with their job are likely to leave the organisation. Ulwandle municipal health department has therefore focused on retaining experienced and hardworking employees as well as attracting skilled and knowledgeable potential employees.

1.3 Motivation for the Study

Ulwandle municipal health department which is responsible for providing municipal health services within the region has been faced with workers grievances which have resulted in a poor employee's performance and staff turnover. The municipal has placed high importance on human resources within the business and has regarded employees as a contributing factor toward the achievements of the organisation. The department has therefore tried to ensure the well-being of staff members in order to retain skills and knowledge to ensure sustainability and to continue the businesses achievements. The department has continuously looked for answers as

to why staff members are loyal to other department within the Ulwandle municipal while on this department they spend less than five years within the department. The completion of this study will provide the department with valuable knowledge on the influences of job satisfaction, the effect on the business as well as the influences of staff retention. It would also provide this department with information on areas to improve which would thereby improve the working environment and decrease the rate of turnover. 1.4 Focus of the Study The focus of this study was centred on the supervision and leadership style, salaries and benefits, recognition for accomplishments, promoted from within and personal growth at Ulwandle municipal health department and to determine if each concept had a relationship with the others. 1.5 Problem Statement Ulwandle municipal health department is faced with an exodus of highly skilled and specialised employees. Job satisfaction which is one of the contributing factors of resignations has been identified through exit interviews to be one of the main sources of resignations at Ulwandle municipal health department. Research Question The question which this research aims to answer

is: **6 what are the factors that influence job satisfaction** at Ulwandle municipal health

department? Objectives The objectives of this study are: ? To investigate the relationship between age, gender, experience and job satisfaction ? To investigate whether the employees are satisfied about the supervision and leadership style. ? To investigate whether the employees are satisfied regarding salaries and benefits , and ? To investigate whether the responsibility, recognition and advancement contribute to job satisfaction. The objectives of this study were met and the research question answered through the administration of a structured research questionnaire. An electronic survey method was used to collect the primary data used in research analysis. Research methods Sample The population of interest was all environmental health employees of Ulwandle Municipal Health Department with a population of 155 registered employees. The sample of 110 employees was selected randomly to represent the study population. Measures The research question was answered through the administration of a structured research questionnaire (MSQ), where the respondents was requested to state their perceptions of different items on the scale using the five categories. Data Collection An electronic survey method was used to collect the primary data used in research analysis. The survey was conducted by means of self-completion utilising QuestionPro, an online survey software, as a research tool. Those employees who do not have access to email was given a hard copy of the questionnaire to complete. Data Analysis The data analysis process was completed using the SPSS and the information was displayed in the form of graphs and tables. Limitations of the Study The limitations of this study were the respondent's limited access to the internet, and poor response of the participants. Each limitation has been discussed in Chapter 3 of this study. Summary This chapter explained the motivation and the research question

for this study as well as the focus of this **8 study. The aim and objectives of the study** was

clearly discussed. **The methodology** that will be employed was introduced to provide further

understanding on how the data was collected and analysed to answer the research question. In order to be able to answer the research question and understand the factors influencing job satisfaction, the literature was review and discussed in the following chapter. CHAPTER TWO THE LITERATURE REVIEW 2.1 Introduction Grobler, Warner, Carrell, Elbert and Hatfield (2007) were of the opinion that successful organisations have people in the right position at the right time with the right skill and attitudes, which provide the idea that employees are valuable resource. The work of Jones and George (2008) supported the idea and add on by mentioning that human capital is one of the most important resources in a business because this resource has a tendency of influencing the growth of competitive advantage by contributing to the production and distribution