

UNIVERSITY OF KWAZULU-NATAL

# **An Investigation into the Job Satisfaction among Petrol Attendants**

By

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A dissertation submitted in partial fulfilment of the requirements for the degree of  
MASTERS OF BUSINESS ADMINISTRATION

In the Graduate School of Business

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December 2006

## DECLARATION

This research has not been previously accepted for any degree and is not being currently submitted for any other degree at any other university.

I declare that this Dissertation contains my own work except where specifically acknowledged.

080100

Vivian Mashile 9407159

Signed.....

Date.....30 DECEMBER 2006

## **DEDICATION**

I would like to dedicate this dissertation to my late father, James Mpotseng Mashile whose love, faith and trust in me has been my motivation and inspiration. Robala ka kgotso Mashile a gatisha.

## ACKNOWLEDGEMENTS

I wish to express my sincere appreciation and gratitude to the following individuals, without whose assistance, this study would not have been possible:

- ✚ Mohwaduba Mmaphaka, Kgomo morwa Kutwane re ka ba eng ntle le wena.
- ✚ Mervyn J. Naidoo for his helpful suggestions and valuable guidance and supervision of this research.
- ✚ All the service station dealers who so willingly provided the research field and its employees who participated.
- ✚ Miss Happy Sindy Ndaba from the Department of Zulu Language and Literature, University of Kwa-Zulu Natal, for her painstaking effort in translating the questionnaire and consent letter.
- ✚ Shaun Ramroop for his help and guidance in the statistical analysis.
- ✚ Vasu Govender and Debbie Gibson for providing me with support and motivation.
- ✚ My beloved husband Mpitoki and the children for your unending patience and endurance during my trying times.
- ✚ My mother, sisters, brother and grandmother for being a family that you are.
- ✚ Mpho, Kgoshimang, Themba, Olga, Sione and Thulani for keeping the fires burning.
- ✚ Nkanyezi for your commitment during data collection.
- ✚ Peletia and Khutso for being there when I needed you most.

## ABSTRACT

The effects of job satisfaction on work outcomes have been of interest to social scientists for decades. Investigations have been made into the antecedents and consequences of job satisfaction. Although many researchers have sought to confirm that a satisfied worker is a productive worker, the reliable correlation between the two variables could not be established. Nevertheless, interest in this field continued because some scholars believed that the key element in the quality of work life of an employee is his satisfaction with his job. It therefore follows from this premise that improving job satisfaction has humanitarian value.

The present study examined the job satisfaction of petrol attendants, with an objective of measuring their general job satisfaction level and ultimately identifying those factors needing attention. Subjects for the study were 170 petrol attendants drawn from seventeen service stations in Durban. The convenience sample was used to collect data based on the approval obtained to conduct such a study at different service stations.

Minnesota Satisfaction Questionnaire was used to collect data which was analysed using both descriptive and inferential statistics such as frequencies and percentages, one way analyses of variance (ANOVA) and the least squares difference test. Each of the four hypotheses postulated was tested at 0.05 level of significance and the results showed job satisfaction to exist among petrol attendants only in neutrality. The interpretation of the general job satisfaction results was that petrol attendants are not job involved. Recommendations to improve those factors contributing to the petrol attendants' dissatisfaction were therefore made.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

Employee satisfaction and retention have for many years been an important issue for social scientists. Job satisfaction has assumed great proportions in different periods of industrial development. Studies of increasing sophistication have been progressively made and job satisfaction is recognised as an exceedingly complex phenomenon caused by many interacting factors (Muchinsky, 1983).

Job satisfaction is about liking one's job and finding fulfillment in what one does. It combines an individual's feelings and emotions about how his job affects his life in general. Job satisfaction is linked with performance, absenteeism and turnover; factors, which are seen as problems facing managers. Both absenteeism and turnover are undesirable because of their negative effect on the business's bottom line as temporal staff, recruitment and retraining take their toll.

The study looks at the job satisfaction of petrol attendants. It identifies and discusses some work environment as well as personal related factors associated with satisfaction. Factors related to dissatisfaction were also identified and discussed.

### **1.2 BACKGROUND AND CONTEXT**

This section will first give a broader general background of the fuel retail industry to shed some light on the structure and nature of this industry before narrowing the focus to the oil company and its service stations. Hadland (2002) essentially divides the fuel retail sector into four key constituents: the oil companies, the retailers, the consumers and the petrol attendants and each of them is discussed in detail below.

### 1.2.1 The Oil Companies

The Department of Mineral and Energy (1998) estimated the number of service stations in South Africa to be 4900 and that number have since changed with the entrance of Sasol into the retail sector. These service stations are associated with the big six in the industry: Shell, BP, Engine, Caltex, Total and now Sasol.

Hadland (2002) finds oil companies to be classical examples of multinational corporations in that they are powerful, highly resourced centres of strategic thinking, have institutional know-how, international experience and raw economics strength. They wield enormous influence over the sector as well as over the entire economy, setting benchmarks for corporate citizenship and engaging in social and community interactions on many levels. According to Hadland (2002), oil companies in South Africa do not compete with one another as they do in many countries and as such they are more often concerned with their image and branding than with the product itself.

Oil companies frequently own the land and equipment that is leased to dealers and as such have greater authority over those sites. Oil companies take a wholesale margin off the petrol price while transport retention and delivery levies are nipped off at source. According to Mthombothi (2005), while oil prices are regulated and fixed by government in the retail market, they remain negotiable in the wholesaler market. Additional to the margins and levies, the oil companies secure additional income from rental, franchising and leasing agreement with the retailers.

### 1.2.2 The Retailers

Service stations are small businesses handling huge amount of cash on a daily basis. They have high cash requirements with a turnover in excess of 1.5 million rand per month for an average site that breaks even at 250 000 litres at the current costal pump price of R5, 66 a litre of petrol. Dealers operate on a tight profit margin of 46.9 cents a litre, as determined by the Department of Minerals and Energy. The retail profit margin was increased by 3 cents in October 2006 from 43.9 cents a litre. The operating costs for

service stations are very high given the high rental paid to oil companies. Their gross profit is directly related to pump volumes and as such to make a decent living out of their business, sales volumes must be high.

The retail market is highly overtraded and competition by price cutting is prohibited just like the granting of incentives to consumers in an effort to buy customer loyalty and increase volumes. With such trading conditions, experience counts and it has been observed that new players in the industry quickly find themselves out of business. Service stations are generally run by individual owners/managers (without assistants) and about thirteen petrol attendants assisting at the pumps and as such have long working hours, in excess of 80 hours a week.

### 1.2.3 The Consumer

Hadland (2002) mentions that little, if any, South Africans have nothing to do with the service stations network. Even if individuals do not stop for re-fuelling, they make use of the banking service and food and drink outlets which form part of most service stations outlets. This category of the fuel retail constituents is included in the study because their interaction with forecourt attendants can be a key success or failure of the business as determined by their attitude and / or behaviour or that of the employees. The oil company being studied is considering taking the word “convenience” to the next level by taking the shop to the car. They will do that by selling fast and convenient items on their forecourts. This will add value to their customers while boosting the shop turnover, especially from those customers requiring items from the shop but have limited time to make a turn at the shop. Such a service will be rendered by the forecourt attendants thus increasing the business reliance on the petrol attendants. The move has a potential to add variety to the petrol attendants’ job and take their relations with customers to a next level. It is generally known that wages earned by petrol attendants are very low but unlike the restaurant patrons, service stations consumers do not make it a habit to tip attendants for the service rendered, making this source of income only a tiny proportion of petrol attendants’ take home pay.

#### 1.2.4 The Petrol Attendants

Hadland (2002) estimates the number of people who are employed on the forecourt and behind the tills of the country's service stations to be between 50 000 and 55 000. The minimum wages of petrol attendants as stipulated in circular number 11/2006 of the Motor Industry Bargaining Council (MIBCO) is R6.73 an hour or R302.85 a week (at 45 hours a week) in urban areas and R5.81 an hour or R261.45 a week in rural areas. The low wage rate for petrol attendants is seen by Hadland (2002) as a suggestion that their work is ranked within the industry as more menial than that of domestic workers and are accordingly paid less. The most recent MIBCO minimum wage schedule specifies the wage rate for domestic workers in this industry as R8.36 per hour in urban areas and R7.43 in rural areas. The better wage rates for domestic workers in this industry mentioned above confirm Hadland (2002)'s statement. With such minimum wages, attendants still have to pay for the shortages they incurred during sales transactions. Attendants' shortages occur when for instance a customer asks for R50.00 petrol and only pays say R20.00 for it, a R30.00 shortage results which must be settled by an attendant should the customer fail to settle it at a later stage.

Hadland (2002) highlights the fact that the level of union organisation or activity on the forecourt is very low. He states that more than two thirds of the attendants surveyed were not aware of visits to the service stations by a union representative in the last six months and that the reason petrol attendants suffer such a menial ranking and low priority within the bargaining council is due to their small number and also the difficulties of organising 50 000 people scattered the length and breadth of the country.

The above background was given to provide an understanding of the complexities and number of dimensions that come into play where service stations are concerned. The above seek to demonstrate how the industry players need to work in tandem for the betterment of the petrol attendants' work environment.

This study is conducted within one oil company's service station network in Durban. The oil company was established in 1954, and has had its first service station operational in 1958. It has since established a network of service stations around and outside South

Africa and currently has a network of twenty five service stations in Durban and surrounds, providing employment to approximately 400 black employees working as petrol attendants. It is therefore one of the major players in the South African oil industry and is classified as one of the six oil giants.

The service stations operate twenty four hours a day and differ in their shift operations, with the majority operating a vast number of shifts. Such vast difference in shift operation is basically due to each service station trying to comply with the working hours as set out by the Department of Labour while at the same time balancing out the requirements of their business in terms of their peak hours. Petrol attendants are therefore required to rotate shifts as part of their working conditions.

The oil company sales growth is sitting at 15% and is taken to be growing faster than the other companies when their level of investments are taken into account i.e. the number of service stations each company has. This growth is attributed to the high service level campaign they embarked on. The service stations dealers are the people who have to implement the top service strategy formulated by the oil company while the petrol attendants are the floor people who have to carry out the actual delivery of service to the consumer.

To motivate and give incentives to the petrol attendants, the oil company has two annual lubricants promotions where petrol attendants get involved. As part of the promotion, the oil company sends a mystery shopper to their service stations network with a sticker of certain monetary value attached under the bonnet of his car. Any petrol attendant that attends to the mystery shopper's car and manages to fully serve the car, mainly by checking the oil wins the money. He automatically wins the money just by opening the bonnet. Such promotions serve to encourage the attendants to stay committed to top service while at the same time promote sales for their lubricants.

The oil company has in recent years introduced the top service awards which are held annually in February. The awards honour a dealer who consistently scores high in their top service assessment. Another category in the top service awards have just been added,

where petrol attendants who have been with a dealer for twenty years are honoured. The attendants' traveling and accommodation (four to five star hotels) expenses are paid for by the oil company.

Training is thus important for these attendants to ensure that high service levels are sustained, a differentiating factor that can provide dealers with an advantage over their competitors. However, the dealers' executives committee in one of their meetings raised training as an issue they were not happy with given the costs associated with training and high turnover rates, a phenomenon associated with job satisfaction (Smither, 1998).

### **1.3 MOTIVATION FOR THE STUDY**

The motivation for this project stems from the researcher's interest in the oil industry and the realisation that the service station industry absorbs a number of low skilled employees who would have otherwise not be employed. In addition, the Department of Minerals and Energy (1998) prohibits the automation of service stations in an effort to preserve jobs in this industry. The sector therefore, plays an important role in providing jobs even to the low to unskilled men and women. While job satisfaction studies have been undertaken, nothing on the satisfaction of petrol attendants was ever done.

Taking all these into account makes one realise that while men and women employed in this industry could be constrained by the lack of education, they should not be frustrated by their jobs because of lack of satisfaction. Seeing that government is committed to preserving jobs in this sector, it is also important to understand factors contributing to the job satisfaction of those employed in this sector. This study therefore hopes to shed some light on job facets related to the satisfaction of these blue collar workers.

### **1.4 VALUE OF THE STUDY**

This project aims to measure the job satisfaction level of petrol attendants, a construct which is held to be related to performance, absenteeism and turnover. The study will

offer petrol attendants an opportunity to reflect on aspects of their jobs which they are satisfied/dissatisfied with.

The findings will help dealers/managers keep in touch with their employees' feelings, views and perceptions about their companies. After all, they must at some point come to terms with their employees' construction of workplace reality despite what their views are on what motivates employees. This will help dealers provide a supportive environment for attendants and reduce turnover. The satisfaction measurement obtained will help dealers/managers identify those motivational factors that need attention so as to improve overall efficiency of employees, resulting in additional value for customers.

## **1.5 PROBLEM STATEMENT**

With the emergence of the black middle class in recent years, there are more and more cars on our national roads. As this growth continues and the economy becomes more dependent on the oil industry, a phenomenon of the retail sector of this industry still remains: a negative impression associated with being a petrol attendant as a career of choice. It is commonly held that the sector absorbs the unskilled or semi-skilled employees and as such has a reputation of low pay and poor working conditions. According to Hadland (2002), working conditions and industrial relations disputes are also common in this industry. He cites a case where National Union of Mine Workers (Numsa) and Retail Motor Industry (RMI) organisation confronted each other over the conditions of employment and wages of attendants, with Numsa claiming that the position of the employers' organisation that the wages increase for the workers was dependent on government increasing the petrol profit margin was unsubstantiated excuse.

Hadland (2002) mentions that there is no distinction between grades of petrol attendants and their work is ranked within the industry as more menial than that done by domestic workers. Turnover rate is high and as such many dealers/managers pay only their longer-serving staff extra, give them bonuses and deem cashiers to hold more responsible positions (and therefore earn slightly more). Other than promotion to cashier, there is no

career path and or opportunities for advancement for petrol attendants within the service stations specifically and within the industry as a whole.

The level of occupational status does seem to be closely associated with job satisfaction. As such, studies undertaken on professional groups, managers, technicians and the self-employed find these group of people to be more satisfied with their jobs than do blue collar workers (Statt, 2004). Miner (1992) emphasises that upper-level managers exhibit high levels of job satisfaction because they are often able to write their own job descriptions, thus shaping their work responsibilities and schedules according to their personal preferences. From the above, it is clear that the higher the position an individual occupies, the more meaningful and satisfying is their job.

## **1.6 RESEARCH QUESTIONS**

The study seeks to answer the following questions:

- Are Petrol Attendants satisfied with their job?
- Is there a difference in general satisfaction among the respective biographic variables?

## **1.7 RESEARCH OBJECTIVES**

The overall purpose of this study is as follows:

- To measure the general satisfaction level of Petrol Attendants
- To establish if there is any significant difference in general satisfaction of petrol attendants falling within the different groups of the biographic variables (gender, age, marital status and level of education).
- To make recommendations on those factors found to be contributing to dissatisfaction among petrol attendants.

## **1.8 HYPOTHESES**

The study will test the following hypotheses:

### **1.**

H<sub>0</sub>: there is no significant difference between the gender groups with respect to general satisfaction.

H<sub>1</sub>: there is a significant difference between the gender groups with respect to general satisfaction.

### **2.**

H<sub>0</sub>: there is no significant difference between the age groups with respect to general satisfaction.

H<sub>1</sub>: there is a significant difference between the age groups with respect to general satisfaction

### **3.**

H<sub>0</sub>: there is no significant difference between the marital status groups with respect to general satisfaction.

H<sub>1</sub>: there is a significant difference between the marital status groups with respect to general satisfaction

### **4.**

H<sub>0</sub>: there is no significant difference between the educational status groups with respect to general satisfaction.

H<sub>1</sub>: there is a significant difference between the educational status groups with respect to general satisfaction

## **1.9 LIMITATIONS OF THE STUDY**

- Although the oil company has a network of service stations throughout the country, the results of the study are limited in interpretation to petrol attendants in the greater Durban Metropolitan area only.

- The sample obtained for the present study was not a random sample but a convenience sample consisting of more day shift staff than night shift staff as dictated by the approval obtained from dealers to conduct such a study at their sites and in order to ensure the least possible disruption of employees' work. For this reason caution should be used in generalising the results.
- The sample consists of too many males than females, with the ratio of males to females standing approximately at 8:1 and as such is seen to be more homogeneous.
- Although 55.3% of the sample received matric and post matric qualifications, a substantial amount (43.5%) had below matric qualifications. In anticipation of communication problems, the questionnaire was translated to Zulu and as such could lead to bias in certain items even though careful approach was adopted in the translation process.

## **1.10 STRUCTURE OF THE STUDY**

This study is structured into six chapters as outlined below:

### **Chapter One: Introduction**

This chapter introduces the foundation of the study and covers areas such as the background of the study, the motivation of the study, problem statement, the objectives of the study, the hypothesis to be tested and limitations of the study.

### **Chapter Two: Review of literature on job satisfaction**

This chapter entails the broad theoretical framework of the study based on the documented literature.

### **Chapter Three: Research Methodology**

This chapter details the method of research, research design, sampling methods, data collection and analysis.

#### Chapter Four: Presentation of results

The research findings are presented in this chapter, and these being both the descriptive and inferential statistics. Descriptive statistics are presented as tables while inferential statistics are presented as analysis of variance, also in tabular format.

#### Chapter Five: Discussion of results

The research findings are discussed in this chapter whereby research results are interpreted and explained in conjunction with results of similar studies.

#### Chapter Six: Recommendations and Conclusions

This chapter covers the recommendations for future research; recommendations relevant to the study are also made in terms of how job satisfaction can be improved. The critical questions of the study are finally addressed in the conclusion.

### **1.11 CONCLUSION**

The topic of the study has been introduced in this chapter along with the critical questions to be answered. The focus of the study is on the job satisfaction of petrol attendants, with interest in measuring their satisfaction level as well as making recommendations on those factors found to contribute to the dissatisfaction of petrol attendants.

The background and the problem statement of the study highlighted that problems within this sector exist that calls for such a study to be undertaken. The motivating factor for this study therefore stems from the existence of problems and the fact that no research on job satisfaction of petrol attendants was ever done. The study generated four hypotheses to test whether there is any significant differences in general job satisfaction among the respective biographic variables (gender, age, marital status and level of education).

Like most research studies, this study is subjected to limitations from which in their absence the results of the study would improve. The structure adopted by the current study was also outlined. The next chapter will review the relevant literature, covering such aspects as theories of job satisfaction and so forth.

## **CHAPTER 2**

### **REVIEW OF LITERATURE ON JOB SATISFACTION**

#### **2.1 INTRODUCTION**

Job satisfaction is one of the most researched areas of organisational psychology. Locke (1976)'s estimated figure of approximately 3 300 articles or dissertations documented on the subject, although outdated, gives an idea of the proliferation of research on job satisfaction. The reason for the popularity of the study of job satisfaction is that it is a central variable in many studies that deal with organisational phenomena (Spector, 2003). More importantly it has now been posited as a cause of important employee and organisational outcomes ranging from job performance to health and longevity (Spector, 2003).

Early research, however, has offered scant support to the proposition that a satisfied worker is a superior producer (Bassett, 1994; Ostroff, 1992) but Arnold et al. (2005) reckon that it is starting to look like happy workers are productive workers. In addition, Robbins (2003:67) argues that although much evidence questions the assumed causal relationship, advanced industrial societies should be concerned not only with the quantity (higher productivity and material acquisitions) of life – but also with its quality. He further states that researchers with strong humanistic values argue that organisations have a responsibility to provide jobs that are challenging and intrinsically rewarding. Such arguments therefore make the study of job satisfaction important.

This chapter covers the nature of job satisfactions, theories related to job satisfaction, its potential causes and consequences as well as the relationship between job satisfaction and other constructs by reviewing research that has previously been undertaken on job satisfaction.

## **2.2 JOB SATISFACTION DEFINED**

Job satisfaction is an old concept that has been extensively investigated; however, it remains a complex phenomenon that lacks consistent definition (Damane, 1992). Most researchers use their own definition of job satisfaction in terms of the particular aspect, which they regard as most important. Damane (1992) mentions that some of the definitions are direct affect ratings while others are statements about the causation of job satisfaction.

According to Statt (2004:280), the widely accepted definition of job satisfaction is the one by Locke (1976), “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.”

Schermerhorn, Hunt and Osborn (2003:119) define job satisfaction as the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one’s tasks as well as to the physical and social conditions of the workplace.

Mullins (2005:700) views job satisfaction as more of an attitude, an internal state that could be associated with a personal feeling of achievement and Spector (2003) simply refers to job satisfaction as the extent to which people like their jobs while job dissatisfaction is the extent to which they dislike them.

While the definitions above may differ, they all seem to agree that job satisfaction is a set of attitudes with emotional component to them. The emphasis is placed on the individual’s attitude towards the conditions of his work and his internal state which incorporates feelings, perceptions, expectations, needs and values. It therefore appears that these factors are the basis from which an individual’s attitude emanates.

The different definitions of job satisfaction highlight the subject as a complex phenomenon that affects and is affected by a number of personality factors as well as factors within the organisational environment. It therefore makes sense from these

definitions, for the determinants of job satisfaction to be based on personality factors on one hand and environmental factors on the other.

## **2.3 THE NATURE OF JOB SATISFACTION**

Job satisfaction is often thought to be synonymous with job attitudes, but Miner (1992) maintains that those with different theoretical orientations may use the term differently. For those with attitudinal orientation, Miner (1992) notes the division that exists on the question of whether attitudes are determined by internal factors (the characteristics or traits of the individuals) or external factors (the environmental forces that affect a person).

According to Miner (1992), for many years the assumption was that the work environmental forces alone made for satisfied or dissatisfied workers hence an individual whose job responsibilities were adjusted or who moved to a different job was expected to experience a concomitant shift in job satisfaction level. That assumption was however challenged in the 1980's when evidence from Staw and Ross (1985) appeared that at least to some extent satisfaction or dissatisfaction may be a relatively stable personality characteristic, or disposition, that people take with them from one job to another.

## **2.4 MEASUREMENT OF JOB SATISFACTION**

Spector (2003) mentions two approaches to job satisfaction – the global approach and the facet approach. The global approach can be looked at from two dimensions: intrinsic satisfaction and extrinsic satisfaction, both contributing to a single overall satisfaction towards the job. Intrinsic satisfaction is derived from the nature of the work itself, interest in the job and personal growth and development; it is a personal orientation to work while extrinsic satisfaction is derived from tangible rewards such as pay, fringe benefits and security. General satisfaction is therefore derived when the interrelationship between the two components causes affective reactions within an individual.

The facet approach on the other hand focus on different aspects of the job such as other people on the job (supervisors or co-workers), job conditions etc and the nature of the work itself. The facet approach has however been criticised as being overly long and cumbersome and containing redundant and overlapping items (Warr, Cook and Wall, 1979 cited in Turner, 1995).

Smither (1998:241) asserts that although it would seem logical that overall job satisfaction would result from levels of satisfaction with job facets, some researchers have suggested that a global approach might be more useful. Mullins (2005:700) supports the usefulness of global approach by stating that while an individual has different levels of satisfaction from which aspects of his work contribute to satisfaction or dissatisfaction, it appears that a positive correlation between satisfaction in different areas of work exist. This suggests a single overall factor of job satisfaction. The study will thus adopt a global assessment approach.

## **2.5 THEORIES OF MOTIVATION AND JOB SATISFACTION**

There are several theories that have been proposed to explain why people are satisfied with their jobs. Determining which jobs will be satisfying and for who is difficult since workers have different preferences. Smither (1998) mentions that some workers prefer autonomy while some prefer steady and more secure salary structure and as such, considerations of the different kinds of preferences complicate generalization of job satisfaction.

It follows from the above that each of the available theory would explain a piece of the puzzle as Muchinsky (1983:322) noted:

none of the job satisfaction theories have garnered great deal of empirical confirmation suggesting that job satisfaction is a complex phenomenon with many causal bases.....a complete understanding of job satisfaction is beyond the scope of the theories.

Mullins (2005:503) agrees with Muchinsky (1983)'s view when he states that the different theories are not conclusive and have been subject to alternative findings,

however, because of the complexity of motivation and job satisfaction many writers still expound their relevance today.

Smither (1998) mentions that some of the job satisfaction theories (Herzberg and Equity theories) are based on the theories of motivation. The application of motivational theories in job satisfaction studies is best explained by Mullins (2005). He notes that satisfaction is not the same as motivation but job satisfaction is usually linked with motivation although the nature of the relationship is not clear. It is further noted by Mullins (2005) that the theories help demonstrate the many motives that influence people's behavior at work and provide a framework within which to direct attention of how best to motivate and reward staff to work willingly and effectively. Mullins (2005) asserts that job satisfaction is necessary in order to achieve high levels of motivation and performance. This notion agrees with Schermerhorn et al. (2003) when they stated that motivation can occur when job satisfaction results from either extrinsic or intrinsic rewards that are felt to be equitably allocated (Adams's equity theory). When felt negative inequity results, satisfaction will be low and motivation will be reduced.

Statt (2004) refers to the theories of motivation as trying to explain the causes and sources of job satisfaction. He specifically refers to Herzberg's Two Factor theory as a theory of job satisfaction that is widely known and quoted and in addition he considers Hackman and Oldham (1976)'s job characteristics model as theory of job satisfaction. The different theories are discussed below.

### 2.5.1 Herzberg's Two Factor Theory

Herzberg, Mausner and Snyderman (1959) distinguish between two classes of factors involved in job satisfaction. The first group, motivators, are factors which, if present in the working situation, lead to satisfaction, but whose absence does not lead to dissatisfaction. Such factors include achievement, recognition and the intrinsic interest of the work itself. The second group, hygiene factors, which when inadequate lead to job dissatisfaction, but which when adequate, do not lead to job satisfaction. Among the hygiene factors are pay, security and physical working conditions.

By splitting the factors involved in job satisfaction in this way, Herzberg et al. (1959) argue that the causes of job satisfaction and job dissatisfaction are separate and distinct. The thrust of this argument is that such factors as pay and working conditions are context factors which have little to do with deriving satisfaction from the job. They are necessary conditions for, but do not of themselves produce job satisfaction. On the other hand, job satisfaction is produced by the job itself allowing the individual to grow and achieve a worthwhile aim, to achieve recognition for his efforts and so on and ultimately regard himself as a worthwhile individual.

Table 2.1: Herzberg's Two Factor Model

<b>DISSATISFIERS (HYGIENE FACTORS)</b>	<b>SATISFIERS (MOTIVATORS)</b>
Salary	Responsibility
Company Policy	Work Itself
Supervision	Recognition
Working Conditions	Achievement
Interpersonal Relations	Advancement
<b>Extrinsic Factors</b>	<b>Intrinsic Factors</b>

Source: Rajak, S. B. (2003). *Job Satisfaction and Propensity to Leave Employment Among Teachers*. University of Natal. (Unpublished MBA Dissertation).

#### 2.5.1.1 Evaluation of Herzberg's Theory

Herzberg's theory has been widely read and criticised. Mullins (2005:486) points out two common general criticism of this theory. The first being that the theory has limited applications to manual workers, which means that it applies least to people with largely unskilled jobs. This criticism is also pointed out by Schultz et al. (2003) with regards to South African workers. The other criticism is that the theory is methodologically bound, meaning that the critical incident method and the description of events giving rise to good or bad feelings, influences the results. Lastly, King (1970) cited in Schultz et al. (2003:60) argue that Herzberg did not use any over-all measure of job dissatisfaction. This is a problem because an employee may dislike part of his or her job, but find another part of his or her job very satisfying.

Statt (2004:281) mentions that despite criticism, there have been studies which did support the theory where the attitude relative to hygiene factors and motivators are concerned. This study will use the theory mainly because the researcher agrees with Landy (1989) cited in Statt (2004) that it is probably a reasonable one at the descriptive level and that variables are more clearly understood because the operations involved in measuring important variables are more reasonable. The other reason the theory is adopted is because the theory has much to teach managers in terms of looking for different factors in a working environment and reminding managers that simply removing those factors that irritate employees and cause their dissatisfaction, will not lead to satisfaction (Schultz et al. (2003:61).

### 2.5.2 Equity Theory

According to Schultz et al. (2003:64), equity theory was introduced by Adams (1963) and it discusses the social comparisons that people make when they compare their inputs (e.g. effort exerted, time spent, training received) with the outputs (e.g. pay, recognition) they receive. The basis of the social comparison theory is the belief that people compare themselves to others in assessing their own feelings to job satisfaction (Muchinsky, 1983). That expectations about our environment affect how we behave is well known by all. The important aspect of expectations is that they give to the individual a frame of reference by which he judges the world about him. This could be extended to the work environment and stated that if events about one's job do not fit his frame of reference, he is often dissatisfied and changes his interpretation in order to accommodate the awkward facts.

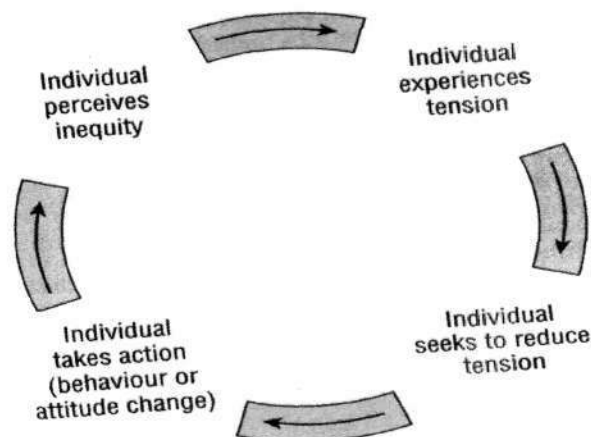
In a job, a frame of reference can be used when deciding, for example, what is reasonable pay or just reward for the efforts expended. It could be assumed that there are expectations between an employer and employee, that for a given amount of effort, there should be a given amount of reward. This is established by the individual comparing the efforts and rewards he receives. This can be taken to mean that only where the rewards and efforts are seen as reasonable in terms of the rewards of other people is there satisfaction with one's job. If there is a discrepancy between the individual's effort and

reward with those of others a state of inequity is said to exist, thus leading to dissatisfaction.

#### 2.5.2.1 Evaluation of Equity Theory

According to Schultz et al. (2003:65), equity theory is important because it highlights the fact that people are not only concerned with the absolute amount of rewards that they receive, but also with the rewards that they receive relative to the rewards that other people receive. This suggests that managers should not underpay or overpay their employees and should ensure that every employee is treated fairly.

Figure 2.1 Adam's Equity Theory



Source: Schultz et al. (2003). *Organisational Behaviour: A Contemporary South African Perspective*. First edition. Pretoria. Van Schaik.

#### 2.5.3 The Job Characteristics Model

This theory adopts a straight forward approach of looking for the causes of job satisfaction in the characteristics of the job itself (Statt, 2004). According to Zachary and Kuzuhara (2005:45-46), the model focuses on creating jobs that have highly valued rewards built into them as an attempt to increase intrinsic motivation through careful job redesign. The model suggests three conditions, collectively called Critical Psychological States, under which a high degree of internal work motivation is likely to occur. The three critical psychological states are:

- **experienced meaningfulness of the work**

To be motivating, the work being done must be perceived as important in some way and as having value by the person doing it.

- **experienced responsibility for outcomes of the work**

If a person feels directly responsible and personally accountable for the results achieved in a job, there is much greater personal investment and commitment than if that person simply follows someone's instructions.

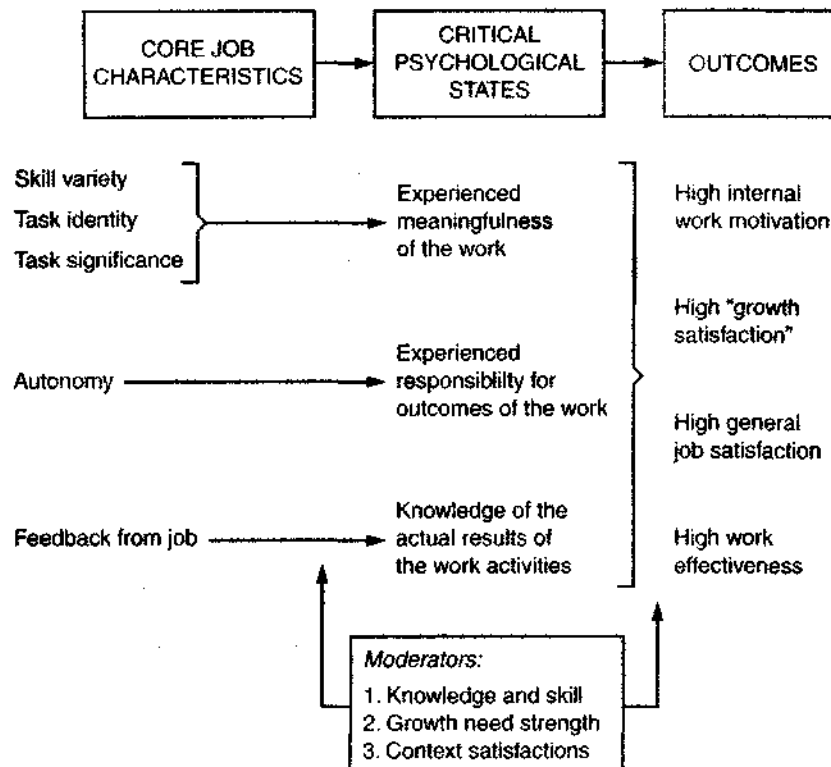
- **knowledge of the actual results of the work activities**

This is enhanced when feedback about job performance comes directly to the person doing the job. When an individual can personally confirm how well the work has been done, his feelings of satisfaction – or – concern will be stronger than if the feedback is indirect.

Zachary and Kuzuhara (2005) mention that since the critical psychological states of work as mentioned above occur inside a person, it is difficult to obtain their accurate picture. To compensate for this problem, the core job characteristics are suggested to build into jobs that are likely to facilitate the creation of the three critical psychological states in people performing those jobs (that is, to make people experience meaningfulness of the work, responsibility for the outcomes of the work and knowledge of the actual results of work activities). According to Zachary and Kuzuhara (2005), there are five major dimensions of a job that determine its level of job satisfaction for people. These dimensions are as follows:

- **Skill variety** – the extent to which a job entails different activities and involves a range of different skills and talents (Mullins, 2005:716). Individuals with desire for personal growth will not derive satisfaction from jobs which are repetitive in nature but from those which change in nature and results in challenge (Gruneberg, 1979).
- **Task identity** – the extent to which a job involves completion of a whole piece of work with a visible outcome (Mullins, 2005:716). An individual is likely to derive satisfaction if he can see that he has produced something worthwhile. This gives him something to point to proudly and say, "I did that."

Figure 2.2 The Job Characteristics Model



Source: Zachary, Wm. B., and Kuzuhara, L. W. (2005). *Organizational Behavior: Integrated Models and Applications*. United States of America: South-Western.

- **Task significance** – the extent to which a job has a meaningful impact on an individual and other people, either inside or outside the organisation (Mullins, 2005:716). It is unlikely that an individual will derive satisfaction just by successfully completing a task, unless the job has significance for him as an individual. Feelings of satisfaction are stronger if the work being done is recognised by others as important.
- **Autonomy** – the extent to which a job allows an employee freedom, independence and discretion in planning the work and determining how to undertake it without constant supervision (Mullins, 2005:716). Responsibility for making decisions concerning one's job is a prerequisite of applying a skill. As such, people with high need for personal growth are more satisfied when they are given responsibility to determine their own work methods (Gruneberg, 1979).

- **Feedback** – the extent to which a job provides an individual with direct and clear information on the effectiveness of job performance (Mullins, 2005:716). Feedback on job performance is essential if an individual is to have a chance of modifying his attitude and behaviour in light of his past performance. This process leads to an individual getting involved with his job. Gruneberg (1979) emphasises that the greater the job involvement, the greater will be either job satisfaction (if all goes well) or job dissatisfaction (if progress is frustrating).

#### 2.5.4 Social Reference Group Theory

Korman (1977:218) summarises this theory as follows:

“Job satisfaction is a function of, or is positively related to, the degree to which the characteristics of a job meet with the approval and the desires of the groups to which the individual looks for guidance in evaluating the world and defining social reality.”

Blood and Hulin (1967) cited in Korman (1977) have shown that socially and economically deprived people can, despite their underprivileged life situation, show an astonishingly high degree of job satisfaction. The probable reason for this is that such people seem not to evaluate their situation in terms of middle class aspirations, as many have assumed they do, or even in terms of their own needs and desires but seem to compare their own lot with that of their peers and neighbours who are equally deprived. In relation to this reference group, they may be relatively well off and hence relatively satisfied. According to Korman (1977), the results from Hulin and Blood (1967) suggest that reference group processes are more important in predicting the job satisfaction of blue collar workers than white collar workers, if it is assumed that blue-collar workers have lower self-esteem than white-collar workers.

##### 2.5.4.1 Evaluation of the Social Reference Group Theory

Korman (1977) points out that the theory leaves many questions unanswered. How for example, do individuals choose which reference group to relate to? Why do reference

groups have the expectations they do? What constitutes a reference group - seeing individuals differ in the reference group they choose because of their own individual personalities?

## **2.6 ANTECEDENTS OF JOB SATISFACTION**

Spector (2003) states that researchers have taken one of the two perspectives which seek to determine what makes people like or dislike their jobs in their job satisfaction studies. The two perspectives mentioned are environmental and personality and are discussed below.

### **2.6.1 Work Environmental**

Various features of the job environment as suggested by several prominent theories seem to be major determinants of job satisfaction (Spector, 2003). These features include characteristics of the job and job task (intrinsic factors) as well as various aspect of the organisation. Arnold et al. (2005) point out that for most people, the major determinants of global job satisfaction derives from the intrinsic features of the job itself. Fried and Ferris (1987) mention that there are few different characteristics commonly based on the Hackman and Oldham (1976)'s core characteristics (skill variety, task identity, task significance, autonomy and feedback) which have been studied as contributors to job satisfaction and these have been detailed in paragraph 2.5.3 above. The facets discussed below are supervision, co-workers, advancement, working conditions and pay, all of which are related to the work environment.

#### **2.6.1.1 Supervision**

Basset (1994:63) states that some general principle of worker satisfaction and supervisor style employ leader task orientation and social sensitivity, or something very similar as the basic polarities of supervising style. Small, close knit work groups exhibit greater satisfaction with socially sensitive, non-authoritarian leaders while larger groups (those with a preference for independent self-sufficient work) where supervisors are socially distant from workers are more satisfied with a formal orientated leadership style. The

style of the supervisor should perhaps be consonant with the prevailing opportunity for social contact between supervisor and workers (Basset, 1994).

Basset (1994) mentions that, on the whole, the supervisors who act considerately towards their workers have more highly satisfied work groups. While it may be possible to generate high worker satisfaction through kindly, thoughtful leader behaviour, it is sometimes difficult to get worker to attend to real business crises or raise their output standards through that same kindly, style of leadership. The leader assigned to restore productive discipline to a work group whose standards have slipped cannot avoid generating some added dissatisfaction in reestablishing those standards. Supervisors have goals to achieve and it is likely that when supervisor's goal of increased productivity is achieved he will then behave in a more relaxed and friendly manner. Basset (1994) indicates that supervisors are generally expected by their superiors to stay on top of things and as such they are often caught between subordinates who want more freedom or autonomy and upper management that demands more control over work activity.

#### 2.6.1.2 Co-Worker or the Work Group

Statt (2004) cites Harre and Lamb (1986)'s definition of a group as two or more persons who are interactive with one another, who share a set of common goals and norms which direct their activities and who develops a set of roles and a network of affection reflections.

The need for social interaction with others is one of the basic lower order needs put forward by Maslow (1943) and there are a number of studies showing the demoralising effects of social isolation in work situations. Walker and Guest (1952), for example, cited in Rajak (2003) showed that individuals isolated from others because of the design of the job, tended to be more dissatisfied with their jobs than others. Furthermore, a study by Van Zelst (1952) cited in Gruneberg (1979) showed that where individuals are allowed to increase the social satisfaction they derive from their work, their job satisfaction also increased.

#### 2.6.1.3 Advancement

Statt (2004) states that career movement in organisations usually takes the form of promotion which comes with increased responsibilities and increased pay and benefits. Bassett (1994) acknowledges that being promoted is an almost certain source of increased satisfaction to most workers thus failing to receive promotion can increase dissatisfaction, but only if promotion was expected. He adds that those who have resigned themselves to staying at their current job level are largely unconcerned about who gets promoted and sometimes express more satisfaction than those who aspire to and anticipate promotion. It would seem that ambition generates or is founded on some degree of dissatisfaction by its existence.

Schwarzwald, Koslowsky and Shalit (1992) showed promoted candidates to have higher job commitment level while the non promoted staff expressed lower job commitment level through absenteeism. They explained that the non promoted staff expressed more negative attitude and behaved in a fashion opposed to organisational goals because they perceived inequity to be their own disadvantage. They found their results to agree with the claim that job status or status symbols are important considerations in determining the aroused discomfort when person's outcome/input ratio is disturbed. In addition, they viewed the increase in absenteeism from non promoted candidates as their way of restoring equity by following a cost-benefit strategy that is least costly to them (since their company policy supports a generous sick leave scheme).

#### 2.6.1.4 Working Conditions

Arnold et al. (2005) are of the view that our physical surroundings – noise, lighting, fumes and all the stimuli that bombard our senses can affect our moods and overall satisfaction with our environment.

Hadland (2002) enlightens us with the working conditions of petrol attendants. He mentions that working conditions of petrol attendants are often of extremely poor standards with many of them allowed little more than a small recreational area which is frequently under-heated (due to the dangers of working near inflammables) and poorly

lit. He further mentions that the working conditions of petrol attendants encompass almost daily verbal abuse and high levels of fear of loss of life while on duty. Such poor conditions could easily drive employees to feelings of contempt as they view management to have little regard to working conditions they are subjected to, which could easily lead to ill-health and even worse, loss of life. The different aspects of working conditions (shift work, working hours and risk and danger) are discussed below.

- **Shift Work**

Petrol attendants are required to work alternate night shifts since service stations are opened 24 hours. Hadland (2002) mentions that few customers visit in what is known as the 'dead time' between 11pm and 4am at many outlets. This means long periods of boredom and inactivity for petrol attendants -- factors contributing to job dissatisfaction. The other dissatisfying feature of shift work is its tendency to disrupt family and social life (Arnold et al., 2005).

Barton (1994) points out the fact that employees who choose permanent night shift are found to adjust and tolerate shift work better. This is because for them working at night is by choice unlike rotating shift workers (like petrol attendants) who engage in shift work because it automatically forms part of a rotating shift schedule adopted by their organisation.

- **Work Hours**

The nature of work is being redefined and this has created strong pressure for greater flexibility. Move towards greater flexibility may have noticeable effects on the job satisfaction and performance (Mullins, 2005). Some employees seek jobs that provide the right balance between work and home life due to responsibilities they have outside their jobs. For such employees, a job requiring them to spend more time at work could be dissatisfying and would opt to quit as it fails them to attend to other matters probably of equal importance. Mullins (2005) is of the opinion that the challenge for management in the twenty-first century is to fully internalise the diverse and changing needs of individuals and to investigate employee-driven flexibility.

- Risk and Danger

Arnold et al. (2005) point out that a job that involves risk or danger can result in higher stress levels. They argue that when someone is constantly aware of potential danger, he or she is prepared to react immediately and is in a constant state of arousal as described in the 'fight or flight' syndrome. Hadland (2002) brings to light the danger that petrol attendants are exposed to on the forecourts. He found that over a third of forecourt attendants surveyed were afraid all the time. This level of anxiety is a factor that could lead to dissatisfaction and eventually a decision to quit as there is no monetary value to human life.

#### 2.6.1.5 Compensation/Pay

Compensation is the most common source of dissatisfaction with those workers who feel they are unfairly paid for their level of effort, skill and experience. Bassett (1994) highlights that observing a co-worker with similar skill, ability and work output being paid higher is very likely to elicit dissatisfaction. He maintains that identifying a pay equity discrepancy within one's own firm is more distressing than one outside it. The inequity may not be real or substantial, just perceived. There are, however, likely to be other factors affecting satisfaction with pay, such as level of aspiration. Thus an individual may be dissatisfied because his pay does not enable him to acquire the kind of material goods society has to offer. Alternatively, an individual may be dissatisfied in relation to the amount he is presently receiving compared to what he received in previous years.

Bassett (1994:65) emphasises that there is no indication however, that high pay alone improves worker satisfaction. He adds that indeed, higher than market pay for similar work that locks one into the job may become a source of decreased satisfaction among workers who dislike their job but feel they cannot afford to enter a more satisfying occupation. The pursuit of job satisfaction is however, sometimes powerful enough to induce a change into lower paying but more desirable work.

## 2.6.2 Personal Antecedents of Job Satisfaction

Spector( 2003) comments that even though the majority of studies of the causes of job satisfaction have taken an environmental perspective, researchers in recent years have become interested in the importance of personal characteristics of which many studies have shown it to be linked with job satisfaction. The discussion below looks at the different personality characteristics that have been shown to be linked with job satisfaction.

### 2.6.2.1 Personality

The Hawthorne researchers are seen by Spector (2003) as pioneers of the dispositional approach to job satisfaction. Spector (2003) comments about the revelation of the Hawthorne studies that certain individuals referred to as the 'chronic kickers' were continually complaining about their job. No matter what the researchers did for them, the chronic kickers always had new complaints. The dispositional approach therefore explores the possibility that some people are simply more satisfied than others by their nature. Staw and Ross (1985) explored the satisfaction stability idea by studying the job satisfaction of people who change type of jobs or employers. They found that the job satisfaction of these employees on one job correlated with their satisfaction on the other. It was therefore held that job satisfaction was caused in part by underlying personality, that some people are predisposed to like their jobs whereas others are predisposed not to like them.

Arvey, Carter and Buerkley (1991:374) in their review of literature suggested that somewhere between ten percent of the variation in job satisfaction depends on genetic factors. They argued that there is less variability in job satisfaction between genetically identical people (i.e. identical twins) who hold different jobs than there is among genetically unrelated people who hold the same job. According to Judge (1992) cited in Spector (2003), limitation of all personality studies is that they demonstrate that personality is important without specifying the nature of the many specific personality traits that relate to job satisfaction and attention has been given to negative affectivity and locus of control.

- Negative Affectivity

Spector (2003) defines negative affectivity as the tendency for an individual to experience negative emotions, such as anxiety or depression across a wide variety of situations. According to Spector (2003), Watson, Pennebaker and Folger (1986) extended the idea of the negative affectivity to the work place by hypothesising that a high negative affectivity individual would negatively respond to his job regardless of the actual conditions and would likely be dissatisfied.

- Locus of Control

Locus of control refers to whether or not people believe they are in control of their reinforcements in life. People who believe that they control reinforcements are termed internals while those who believe they are at the mercy of chance, fate, luck or powerful other control reinforcements are termed externals (Spector, 2003). 'Internals' as stated by Miner (1992), not only perceive themselves as having greater control over events in their lives, they also seek out situations where they are likely to do so – for instance, by starting their own businesses. He adds that 'externals' tend to be more conforming, more anxious and less satisfied with their jobs and it is likely that they perceive and experience their jobs with high negative affectivity.

Miner (1992) cites evidence by Storms and Spector (1987) that externals are particularly prone to performance and it appears that when they become frustrated at work they are very likely to engage in sabotage against an employer, purposely damaging valuable property or equipment. Spector (2003:255) concluded that personality might be related to job choice, perhaps people with certain personality traits choose better jobs and therefore have higher satisfaction, a view contrasted by Statt (2004) who argues that choice of occupation is often dictated more by situation than by personality.

#### 2.6.2.2 Gender

Arnold et al. (2005) wrote that women are undoubtedly at a disadvantage relative to men in labour market with women's salary progression and promotion opportunities still

behind those of their male counterparts. Witt and Nye (1992) noticed that despite differential opportunities and pay inequalities, relationship between gender and job satisfaction has been inconsistent. Their results along with those of Brush, Moch and Pooyan (1987) cited in Spector (2003) found no gender differences in overall job satisfaction while others (Nieva and Gutek, 1981 cited in Witt and Nye, 1992) reported that a relationship exist between job satisfaction and gender.

Karatepe, Yavas, Babakus and Avci (2006) point out that Babin and Boles (1998) believe that even if men and women report similar levels of a construct, there might still be across gender differences. They mention that a general observation surfacing from studies examining the role of gender in managerial and marketing contexts is that men are more task or goal oriented (agentic) and women are more relationship oriented (communal). Bardwick (1980) and Gallos (1989) both cited in Arnold et al. (2005:555) give the following account for gender differences, “women focus more on attachment and affiliation in their development, in contrast to men, who emphasise separateness and achievement. This distinction between the two sexes impacts on how each gender observes the environmental processes and make judgment.

#### 2.6.2.3 Age

Spector (2003) states that a wide variety of empirical studies have documented that older workers are more satisfied with their jobs than their younger counterparts. Spector (2003)’s statement agrees with Snyder and Dietrich II (1992) who also mentioned that despite the volume of studies conducted, there is little agreement on the reason(s) why age and satisfaction are related.

Snyder and Dietrich II (1992) found a curvilinear relationship between age and job satisfaction. The curvilinear relationship is explained by Spector (2003) to mean that job satisfaction at first declines with age, reaching the lowest level at around ages 26 – 31, then increases through the rest of the working career. He mentions that the attainment of job satisfaction at a later age might be attributable to better adjustment to work through experience.

Snyder and Dietrich II (1992), however, have a different explanation for the curvilinear relationship between age and job satisfaction. Their explanation mean that satisfaction increases with age through some unspecified mid-career stage and then levels off or actually decreases in later years. From this perspective, the decline in satisfaction for older workforce could be due to a blockage in the possibility of growth and achievement. For example, older individuals are often passed over for promotions and have to take orders from younger people. The contrasting account for the curvilinear relationship means that the generality of the results must be cautioned.

#### 2.6.2.4 Education Level

Bassett (1994) spells out that evidence abounds that narrow specialisation of work tasks leads to boredom and dissatisfaction, especially among better-educated workers. He continues to mention that some employment offices reject better educated candidates for routine work, knowing they will likely become bored and troublesome in their jobs. The absence of opportunity to work at craft like tasks or the dead-endedness of one's narrowly specialised job may well be a source of increased dissatisfaction to workers who want their careers to be interesting and meaningful. Lack of opportunity for responsibility may erode self-esteem among workers who aspire to higher social status in their jobs.

Vollmer and Kinney (1955) cited in Gruneberg (1979) investigated the effect of level of education on the job satisfaction of individuals by examining the responses of several thousand civilian ordinance employees in various institutions. Their results indicated that more college than high school educated employees reported dissatisfaction with their jobs and similarly more high school trained employees reported dissatisfaction than lower trained grammar school educated workers. Gruneberg (1979) further cited Vollmer and Kinney (1955) who argue that because of the greater educational investment, it is reasonable to assume that college trained workers generally expect 'more out of life' in terms of higher paid jobs, better working conditions, etc. Thus for relatively low level

jobs, they have higher expectations of what a job should offer, and therefore, lower satisfaction with what they get.

#### **2.6.2.5 Length of Service**

Tenure and job satisfaction is often related to age and job satisfaction. This is illustrated by Wild and Dawson (1972) cited in Gruneberg (1979) who found job satisfaction to be related to both age and length of service. Gruneberg (1979) maintained that with increased length of service, the importance to job satisfaction of factors such as self actualisation and conditions of work decrease, but the importance of pay increases.

Gruneberg (1979) illustrates the lack of clarity in the relationship between job satisfaction and tenure by citing Hulin and Smith (1970) who found job satisfaction to increase with increased tenure and Gibson and Klein (1970) who reported a decrease in satisfaction with increased tenure. According to Gruneberg (1979), Gibson and Klein (1970) studied job satisfaction of blue workers and attributed the workers' decrease in satisfaction with increased tenure to a realisation that the rewards on the job are not going to be as great as they expected. They believed that frustration at seeing others promoted to management positions may increase dissatisfaction.

## **2.7 CONSEQUENCES OF JOB SATISFACTION AND DISSATISFACTION**

People's reaction to job satisfaction and dissatisfaction may manifest itself in a variety of ways. Spector (2003) finds that many organisational psychologists justify their interest in job satisfaction to managers by showing its relevance to behaviours that impact on the well-being of organisations such as performance, turnover and absenteeism. Besides affecting the well-being of organisations, job satisfaction, especially in recent years has been seen to affect the health and well being of employees as well (Spector, 2003).

### **2.7.1 Job Satisfaction and Performance**

For years, researchers have shown interest in the relationship between job satisfaction and performance but results obtained have demonstrated the relationship only at a trivial level of statistical correlation (Basset, 1994). Iaffaldano and Muchinsky (1985) cited in

Basset (1994) updated job satisfaction literature and confirmed the limited causal relationship between worker satisfaction and work output.

Arnold et al. (2005) emphasise that demonstrating that two variables are correlated is not the same as demonstrating that one causes the other. They cite six possible reasons (see Figure 2.3) why job satisfaction and job performance might be related as identified by Judge et al. (2001). The last of the six reflects the idea that job satisfaction may partly reflect a person's disposition. Wright and Staw (1999) cited in Arnold et al. (2005) reported two studies that strongly suggest that people's characteristics tendency to experience positive emotions (happiness) does predict their subsequent work performance as assessed by supervisory ratings. According to Arnold et al. (2005), the characteristics tendency is a better predictor of performance than mood and they believe it is beginning to look as if happy workers do tend to be productive workers or it may be that workers are productive because they are happy.

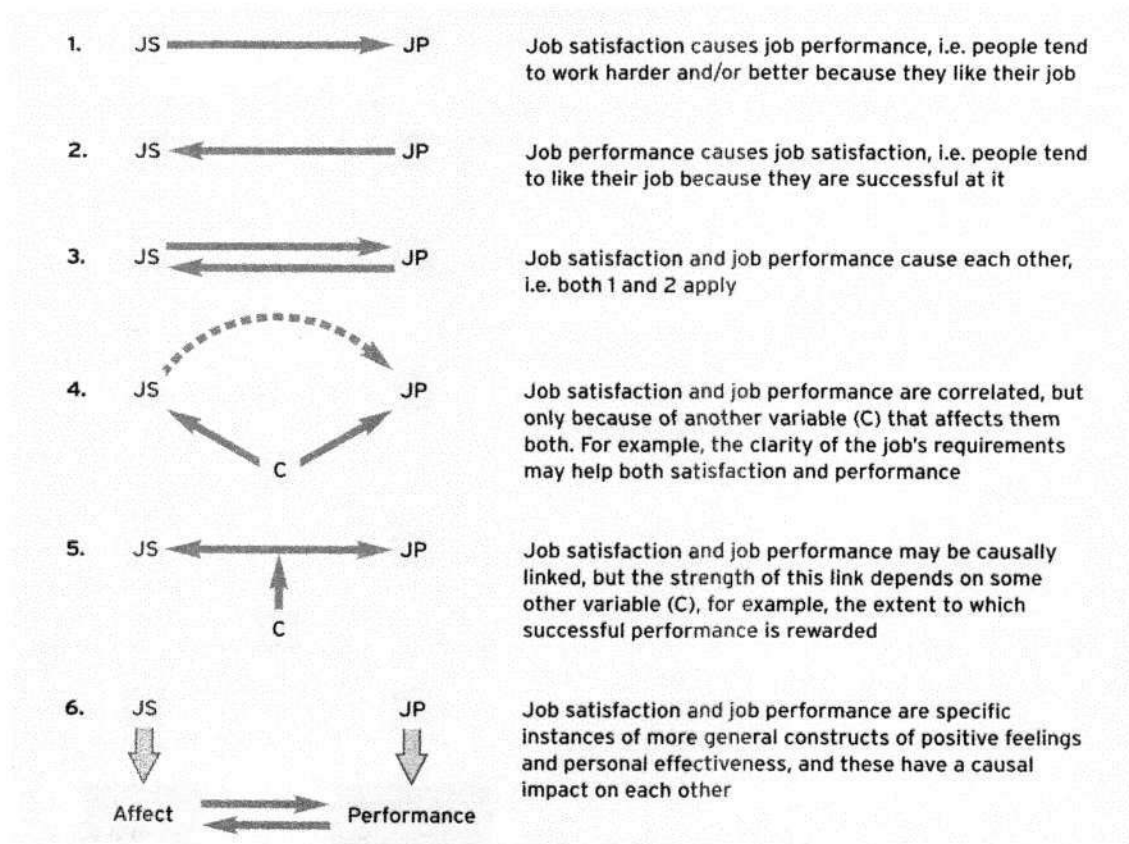
#### 2.7.2 Job Satisfaction and Absenteeism

According to Scott and Taylor (1985), job satisfaction has generally been thought to be inversely related to absenteeism. A frequent explanation for the inverse relationship is a belief that pleasure is the most important thing in life: employees will withdraw or be absent from work situation that is painful and dissatisfying.

Scott and Taylor (1985) conducted a meta-analysis of studies that examined the relationship between job satisfaction and absenteeism and found a significant negative relationship between certain facets of job satisfaction and absenteeism. Farrell and Stamm (1988) cited in Spector (2003) showed that the connection between job satisfaction and absenteeism is inconsistent and quite small. According to Spector (2003) they reported correlations of -0.13 and -0.10 respectively between absence and global satisfaction using two different measures of absence. Tharenou (1993) cited in Spector (2003), however, reported correlations as high as -3.4 in a sample of blue collar workers.

One possible reason for the small relation between satisfaction and absence is that a person can be absent for many reasons such as employee illness, family member illness, personal business etc. (Kohler and Mathieu, 1993 cited in Spector, 2003).

Figure 2.3: Relationship between Job Satisfaction and Job Performance



Source: Arnold et al. (2005). *Work Psychology: Understanding Human Behavior in the Workplace*. Fourth edition. Essex. Pearson Education Limited.

According to Spector (2003), satisfaction might be associated with absence caused by not feeling like going to work and not likely to be associated with absence caused by serious illness and as such overall absence is not likely to have a strong relationship with job satisfaction. Kohler and Mathieu (1993) cited in Spector (2003) are of the view that relations should be stronger if reasons for absence are considered.

### 2.7.3 Job satisfaction and Turnover

Labour turnover is the total movement of people in and out of a company. Ologunde, Asaolu and Elumilade (2006) refer to the inflow of manpower as accession and the outflow as separation (leaving). Separation may be in the form of quits, discharges, lay-off, retirement, leaves of absences and even death. Accession, on the other hand, has to do with replacement and new hires. It is a retreat by employees usually from unsatisfactory situations of which Crampton and Wagner (1994); Dickter, Roznowski and Harrison (1996) cited in Spector (2003) have shown that dissatisfied employees are more likely to quit their jobs than satisfied employees.

According to Spector (2003), correlations between job satisfaction and turnover have been interpreted as indicating the effects of satisfaction or behaviour. He adds that it has been possible to demonstrate a linkage between job satisfaction and turnover because most turnover studies are predictive, assessing job satisfaction in a sample of employees and then waiting some period of months or years to see who quits. The predictive nature of these studies allows the conclusion that dissatisfaction is a factor that leads to turnover.

### 2.7.4 Job satisfaction and Life Satisfaction

In an interpretation of job satisfaction, the general emotional tone of employees is of crucial importance. Life satisfaction can be seen as an indicator of overall happiness or emotional well-being. Judge and Hulin (1993) cited in Arnold et al. (2005) examined the linkages between affective disposition (a person's tendency to feel positive or negative about life), subjective well being (how they feel about life right now), job satisfaction and job characteristics. They found that a person's tendency to take an optimistic and happy approach to life influenced how optimistic and happy he or she felt on a day to day. Subjective well-being had a substantial impact on job satisfaction, and job satisfaction had almost as much effect upon subjective well-being. Intrinsic job characteristics affected job satisfaction but not stronger than subjective well being. According to Arnold et al. (2005), the results of Hulin and Judge (1993) suggest that job satisfaction has an impact on more general well-being, meaning that work does spill over into other areas of life.

### 2.7.5 Job Satisfaction and Customer Satisfaction

Robbins (2003) argues that since management of service organisations are concerned with pleasing their customers, it is necessary for them to ask whether employee satisfaction is positively related to customer satisfaction considering that employees in service jobs interact with customers. He highlights that it is evidenced that satisfied employees increase customer satisfaction and argues that in service organisations, customer retention and defection are highly dependant on how frontline employees deal with customers.

In his writing, Robbins (2003) advocates that satisfied employees are more likely to be friendly, upbeat and responsive – characteristics which customers appreciate. He adds that because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service – all of which build customer satisfaction and loyalty. Dissatisfied customers, on the other hand, can increase an employee's job dissatisfaction. Employees who have regular contact with customers report that rude, thoughtless and unreasonably demanding customers adversely affect the employees' job satisfaction (Bitner, Booms and Mohr, 1994 cited in Robbins, 2003).

### 2.7.6 Job Satisfaction and Empowerment

Mullins (2005) explains employee empowerment in terms of allowing employees greater freedom, autonomy and self control over their work and the responsibility for decision making. Mullins (2005) believes there is a need for organisations to develop and harness the talents and commitment of all their employees and maintains that getting the best out of people and attempting to improve job satisfaction demand a spirit of teamwork and co-operation as well as allowing people greater say in decisions that affect them at work. He adds that managers will have to relinquish close control in favour of greater empowerment of employees in order to improve business performance. His view is supported by Statt (2004) who argues that transformation leaders are concerned with the future direction of the organisation. Such a leader empowers everyone in the organisation to achieve much more of their potential, and to open up their horizons by creating and following new objectives.

Jamison (1999) cited in Mullins (2005) believes there is a general assumption that empowerment programmes will result in satisfied staff, quality customer service and improved profits, although, he says the debate about the real benefits of empowerment is continuing.

#### **2.7.7 Job Satisfaction and Unemployment**

Statt (2004) defines unemployment as not having a job when an individual would like one. In many ways the question of security is more fundamental to job satisfaction than any other aspect of a job. Statt (2004) explains how people of different ages might be at particularly vulnerable stages of the life cycle with regards to unemployment. He states that young and old are all at risk: younger people because they lack skills and job experience, and older people because they are expensive to keep on the payroll when costs are being cut, as well as being more resistant to proposed changes. The economic changes therefore leave all workers with anxiety, insecurity and fear of unemployment. It can be said that feelings of anxiety and insecurity have a potential of affecting the job satisfaction of workers. The most influential effect of unemployment on job satisfaction could stem from loss of income, lack of social status as well as lack of opportunity to exercise job skills (Statt, 2004).

## **2.8 CONCLUSION**

Job satisfaction has been closely linked to motivation although scholars mention that the nature of their relationship is not known. The link between the two is necessary as one (motivation) explains the causes and sources of job satisfaction (Statt, 2004) and the other (job satisfaction) is seen to be necessary in order to achieve high levels of motivation and performance (Mullins, 2005). Generally, the theories of job satisfaction give an account of how the individual's needs, values and expectations interact with the job to provide job satisfaction and dissatisfaction (process theories), although there is a consensus that a complete understanding of job satisfaction is beyond the scope of the theories.

It follows from this chapter that a variety of factors other than the job itself can influence job satisfaction in important ways. Both job and context factors must therefore be taken into account in an understanding of job satisfaction.

It is clear how much social scientists want to relate job satisfaction with aspects of economic importance, that is, productivity/performance, absenteeism and turnover. For decades the research findings especially on performance has been unimpressive and in recent times Arnold et al. (2005) mention that it starts to look like happy workers do tend to be productive. The assumption that low job satisfaction means high absenteeism has yielded inconsistent results, with majority challenging the assumption. There is a similar story to that of absenteeism with regard to turnover of staff, though the relationship is stronger than that of absenteeism, probably because turnover studies are predictive in nature.

Lastly, we have seen in this chapter that, regardless of the implicit view of what motivates people held by those running the organisations, they must at some point come to terms with their employees' construction of workplace reality. We saw that what is even more crucial in determining job satisfaction, and the behaviour that might result from it, is in part, the interpretation the workforce makes of what its management does. In conclusion, it has been seen that job satisfaction is an extremely complex phenomena with many dimensions and inconsistencies in findings are bound to exist where personality and organisational factors all vary and researchers use different instruments to measure the phenomena under investigation. The next chapter looks at the research methodology which covers such aspects as methods of research and measuring instruments.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

The preceding chapter reviewed the literature and this chapter outlines the manner in which the actual research was conducted. The discussion to follow will focus on the description of the sample from which data was collected, the types of questionnaires administered and the statistical analysis employed in the data.

#### **3.2 RESEARCH DESIGN**

This method of research is cross-sectional in that sampling of employees from different service stations was conducted at a single point in time rather than over an extended period. The information gathered from the respondents describes the current observed level of their general job satisfaction. The hypotheses will be tested quantitatively to obtain the statistical significance level of the observed information. There will be no generalisation of results because a convenience sample was used.

The Research Design incorporates a measuring instrument which is quantitative in form. The quantitative approach has an advantage of being more structured, better controlled and easier to analyse because it requires respondents to answer direct questions with little or no deviation from the original questions.

#### **3.3 SAMPLING DESIGN**

Sampling is based on two premises as mentioned by Cooper and Schindler (2003:210). The first one being that there is enough similarity among elements in a population and that a few of these elements will adequately represent the characteristics of the total population. The second premise is that while some elements in a sample underestimate a population value, others overestimate this value. By sampling, the researcher therefore does not aim at finding the best case, but rather to find a representative distribution of cases that will allow for generalisation (Williamson, Karp and Dalphin, 1977:108).

Cooper and Schindler (2003:179) reinforces the preceding statement when they say, “the basic idea of sampling is that by selecting some of the elements in a population, we may draw conclusion about the entire population.

Cooper and Schindler (2003:179) summaries the following as compelling reasons for sampling:

- lower cost
- greater accuracy of results
- greater speed of data collection
- availability of population elements

### 3.3.1 Population and Sample

Cooper and Schindler (2003:179) define population as the total collection of elements upon which inferences are wished to be made. They further define a sample as the elements selected from a population and from which conclusions about the entire population may be drawn. It should be noted that drawing conclusions about the population based on a sample depends on the representativeness of the sample. The population for the study is made up all petrol attendants working at the twenty five service stations of the oil company within the Durban Metro. The number of the population elements is estimated at 400 by the oil company. The sample for the study comprises 170 petrol attendants drawn from seventeen service stations. This sample size was seen to be acceptable based on Cooper and Schindler (2003)’s advocacy that in reality the size of the sample is a function of the variation in the population parameters under the study.

### 3.3.2 Sampling Techniques

There are a number of sampling techniques available and are classified as **probability and non-probability sampling**. According to Cooper and Schindler (2003), probability sampling is based on random selection – a controlled procedure that ensures each population element to be given a known non-zero chance of selection. Non-probability sampling is not random but the probability of selecting population elements is unknown.

They assert that the probability sampling has technical superiority over non-probability sampling. Cooper and Schindler (2003:199-203) list and define the different forms of probability and non-probability sampling as follows:

#### 3.3.2.1 Probability Sampling:

- The simplest type of probability approach is **simple random sampling**. In this design, each member of the population has an equal chance of being included in the sample. In developing a probability sample, the researcher has to consider the relevant population, the parameters of interest, the sampling frame, the type of sample, the size of sample and the cost that will be incurred. The specification of the researcher and the nature of the population determine the size of a probability sample. Cost considerations are also often incorporated into the sample size decision.
- **Complex sampling** is used when conditions make simple random samples impractical or uneconomical. The four major types of complex random sampling are systematic, stratified, cluster and double sampling.
- **Systematic sampling** involves the selection of every 'k'th element in the population by beginning with a random start between elements from 1 to k. Its simplicity in certain cases is its greatest value.
- **Stratified sampling** is based on dividing a population into sub-populations and then randomly sampling from each of these strata. Stratified samples may be proportionate or disproportionate.
- In **Cluster sampling**, the population may be divided into convenient groups first and then randomly select the groups to study. It is typically less efficient from a statistical viewpoint than the simple random because of high degree of homogeneity within the clusters but has a great advantage of cost saving if the population is dispersed geographically or in time.

- At times it may be more convenient or economical to collect some information by sample and use it as a basis for selecting a sub-sample for further study. This procedure is called **double sampling**.

### 3.3.2.2 Non-Probability Sampling:

Non-probability sampling also has some compelling practical advantages that account for its widespread use. Probability sampling is often not feasible because the population is not always available. Furthermore, frequent breakdowns in the application of probability sampling discount its technical advantages. Finally, non-probability sampling is usually less expensive to conduct than is probability sampling. The following are examples of non-probability sampling:

- The simplest and least reliable forms of non-probability approach are **convenience samples**. In this type of sampling, the researchers have the freedom to choose any element of the population that they find. Their primary virtues are low cost and ease of conducting. This technique was adopted for the study, although efforts were made to use probability sampling by seeking consent from all gatekeepers (service station owners/managers) within the defined location to study the job satisfaction of petrol attendants employed by them. Consent was obtained from seventeen gatekeepers out of twenty five and as such a convenience sample had to be used based on approval obtained.

Some of the dealers who approved specified the time on which the researcher could conduct the interviews based on their quite times. This was acceptable to the researcher as the intention was not to disturb the flow of their business. The researcher therefore decided on the convenience sample based on the elements of the population available and willing to participate in the study.

- **Purposive sampling** is non-probability sample that conforms to certain criteria. The two major types are **judgemental sampling**, which is used when the researcher is interested in studying only selected types of subjects. It is

appropriate when used in the early stages of an exploratory study. The second type of purposive sampling is **quota sampling** from which subjects are selected to conform to certain pre-designated control measures that secure a representative cross section of the of the population .

- **Snowball sampling** uses a referral approach to reach particularly hard to find respondents

### **3.4 PROCEDURE FOR APPROVAL TO PARTICIPATE IN THE STUDY**

- Permission to carry out the research within the oil company's network of twenty five service stations was sought from the respective dealers. The permission letters (see Appendix 1) were initially emailed to the dealers and after not hearing anything from them, the researcher decided to personally deliver the letters to their sites. This method was thought to be effective because dealers are generally too busy to attend to anything outside their business. More so, most of them do not have personal assistants to scan and read their mails and so chances of them going through their mails on a daily basis are slim. Permission was granted by seventeen dealers out of twenty five and the employees of the seventeen dealers made up a sample for the study.
- Since participation in any research study is voluntarily, each questionnaire was accompanied by a covering letter (see Appendix 3) which gave a brief explanation, purpose and terms of use (covering the nature of confidentiality) of the study and requested the subjects to participate in the study. Details of the researcher and the supervisor of the project were included in the letter.

### **3.5 MEASURING INSTRUMENT**

The study utilised a two-part questionnaire, made up of sample demographics (Section A) and satisfaction measurement (Section B).

### 3.5.1 Section A: Demographic Variables

A number of demographic variables were included (gender, age, marital status and level of education - see Appendix 5) to determine whether any significant differences exist between the different groups of these variables with respect to general of job satisfaction.

### 3.5.2 Section B: Minnesota Satisfaction Questionnaire (MSQ)

The job satisfaction of the petrol attendants was measured by a translated (Zulu) short form of the MSQ (Appendix 6). The original English version of the MSQ (Appendix 7) was designed by Weiss, Dawis, England and Lofquist (1967). The questionnaire consists of twenty items used to assess either global satisfaction or intrinsic and extrinsic satisfaction. The instrument taps a wide range of features and the items tapping intrinsic satisfaction are 1-4, 7-11, 15,16 and 20 (twelve items in total) and extrinsic satisfaction items are 5,6, 12-14 and 19 (six items in total) while the total of the twenty items (1-20) assesses the general satisfaction (Appendix 7). Responses to the items range from “1 = very dissatisfied” to “5 = very satisfied”. For the purpose of this study, overall or general satisfaction will be assessed.

#### 3.5.2.1 Reliability of the instrument

Spector (2003:38) defines reliability as the consistency of measurement across repeated observations of a variable on the same subject. In other words it has to do with the accuracy and precision of a measurement procedure. Internal consistency is an approach to reliability that refers to how well the multiple measures on the same subject agree.

Weiss et al. (1967) obtained high Hoyt reliability coefficients for each norm group of the short form MSQ. For the intrinsic satisfaction scale, the coefficients ranged from 0.84 (for the assembler groups) to 0.91 (for engineers). For the extrinsic satisfaction scale, the coefficients ranged from 0.77 (for assemblers) to 0.82 (for engineers). On the general satisfaction scale, the coefficients varied from 0.87 (for assemblers) to 0.92 (for engineers). Median reliability coefficients were 0.86 for intrinsic satisfaction, 0.80 for extrinsic satisfaction and 0.90 for general satisfaction.

- Cronbach's Alpha

Coakes and Steed (2003:140) state that there are a number of different reliability coefficients. One of the most commonly used is the Cronbach's alpha, which is based on the average correlation of items within a test if the items are standardised. If the items are not standardised, it is based on the average covariance among the items. The Cronbach's alpha can range from 0 to 1.

Cronbach's alpha will be calculated as part of the reliability test to assess how consistent the results were and whether we will get similar results to generalise if the sample size was increased. A value of 0.7 or higher is a very good value from which it can be deduced that the same results will be obtained if this survey was carried out with a larger sample of respondents. The Cronbach's alpha will be calculated for questions 1-20 in the Minnesota Satisfaction Questionnaire because they have the same scales.

### 3.5.2.2 Validity of the instrument

According to Spector (2003:39), validity has to do with the inferences that are made about what an observed score measures or represents. As an example, he mentions that an intelligent test is considered valid if people who score high do better than people who score low on tasks that in theory require intelligence. Construct validity is one such form of validation and it means that a measure appears able to give an interpretation to scores.

Weiss et al. (1967) derived construct validity of the long form MSQ from its performance according to theoretical expectations using construct validation studies of the Minnesota Importance Questionnaire (MIQ). The hypothesis under investigation was that satisfaction was a function of the correspondence between the individual's needs and the reinforcer system of the job. The major prediction in these studies was that the high-need-high-reinforcement group would express the most satisfaction and the high-need-low-reinforcement group would express the least satisfaction. Analyses of the data yielded good evidence of construct validity with the exception of compensation, independence and social service. They therefore inferred that the MSQ compensation, independence

and social service scales were not performing according to theoretical expectations and should be used with caution.

Evidence for the validity of the MSQ as a measure of general job satisfaction was determined by Weiss et al. (1967) by holding the reinforcer system of the work environment constant, and making satisfaction (MSQ) a linear function of the linear composite of needs (MIQ). The results indicated that the MSQ measured general satisfaction in accordance with expectations from the Theory of Work Adjustment.

Weiss et al. (1967) therefore advise that researchers using the short form MSQ may infer its validity from that of the long form since the short form is based on a subset of the long form items.

### 3.5.3 The Translated (Zulu) Version of the MSQ

The questionnaire used in this study was a translated version of the MSQ (see Appendix 6). Since all the participants were Africans, living and working in Kwa-Zulu Natal province, it was common knowledge to assume that they understand Zulu better than English, considering that these participants are really not a group of educated people.

Taking into account the negative effects of translation care was taken with the translation process by using the Department of Zulu, University of Kwa-Zulu Natal. As an extra precaution, the completed Zulu version was translated back into English and no significant deviations from the original MSQ were found with the exception of item 5 as indicated below. A decision was also taken to interview the subjects using the questionnaire than to let them self-administer it to ensure that they clearly understood each translated item in the questionnaire as well as ensuring time is not wasted during the data collection stage. This was after conducting a pilot study and decision proved worthwhile because the researcher gained better understanding for interpreting the responses. Certain items were looked at from a different angle by the subjects. For example, item 4, the chance to be somebody in the community: those satisfied looked at the question from a point of view of their jobs being able to allow them to help the

customers which are seen as a community and as a result felt they were valuable, while those dissatisfied felt their jobs did not hold any value.

The scale items were not modified, except for the following:

**Item 5:** Supervision (human relations)

“boss” related to the dealer or manager and not the supervisor.

### **3.6 DATA COLLECTION**

The data gathering phase of the research process typically begins with pilot testing. Pilot test is conducted to detect weaknesses in design and instrumentation.

#### **3.6.1 Pilot Study**

The pre-testing relied on the actual respondents and used a small sample of ten petrol attendants from two service stations. The aim of this study was to refine the measuring instrument by verifying if the information asked from section A of the questionnaire was relevant to the subjects and to pre-test the translated version of the MSQ (section B) so as to ensure that the instructions and everything about the MSQ were understood by the respondents.

At this stage, the petrol attendants were left to complete the questionnaire by themselves and it turned out that they understood the instructions but took long to complete. It also emerged that service stations were not purely operating two 12-hour shifts or three 8-hour shifts as initially thought (item 9 of Section A). A third option (other, please specify) was then added on item 9. It was further discovered that even when anonymity was ensured, petrol attendants preferred not to give out their names. The majority of the respondents also highlighted that they would prefer someone to complete the questionnaire on their behalf. This was in line with Polit and Hungler (1991)’s comment on the weakness of questionnaires that they can only be used for literate populations and that respondents might misinterpret items. The petrol attendants’ suggestion was therefore taken and it was decided that the questionnaire be administered in a form of an interview and no names will be recorded. Lastly, though the weekly wages of petrol attendants were

provided, they were re-calculated into hourly rates so as to determine their average hourly earnings and compare it with the stipulated minimum rate.

### **3.6.2 The Main Study**

Each of the 170 respondents in the study was interviewed individually by the researcher while on duty at each of the seventeen participating sites. Once at the location, the researcher first approached the dealer /manager to make him aware that the data collection process was about to commence and as such ask him to organise his staff for the interview. Since approval was granted prior to data collection, dealers were helpful in this regard by providing facilities for the interviewing process. Each respondent was assured of anonymity and that his job would not be affected. The researcher used a structured questionnaire to interview the subjects and accordingly recorded their responses based only on the available response options, making no room for justifications.

## **3.7 DATA ANALYSIS**

The analysis of the data entailed the reduction of the accumulated information to a manageable size, developing summaries and applying statistical techniques. The statistical analysis includes various descriptive statistics as the preliminary step leading to an understanding of the collected data. Since the hypotheses cannot be adequately addressed by descriptive statistics alone, inferential statistics were also employed.

### **3.7.1 Descriptive Statistics**

Descriptive statistics are forms of analysis providing ways of reducing large amounts of data to summary statistics. The following descriptive statistics were used in this study: the mean, the mode, the median, the sample variance and the sample standard deviation. These statistics can be interpreted much more easily than the original data and are described below.

#### 3.7.1.1 Measures of Central Tendency

The common measures of location, also called central tendency, which measure the centre of a group of scores include the mean, median and mode. The arithmetic average or mean is computed by taking the sum of all the values and divide it by the sample size, the median is the middle most value when the data (per variable/question) is arranged from highest to lowest and the mode is the most frequent response given by the respondents.

#### 3.7.1.2 Measures of Dispersion

Measures of dispersion indicate the degree to which the observations differ from one another. Variance is the arithmetic mean of the squared differences between each observation and the arithmetic mean of the same observations. Standard deviation is the square root of the variance.

The results of the descriptive statistics will be presented in a tabular form of frequencies and percentages as well as histogram.

### 3.7.2 Inferential Statistics

This form of statistics enable the researchers to test the hypotheses, answer the research questions as well as draw conclusions that generalise from the subjects that have been studied to the population of interest by making inferences based on probabilities. Although inferential statistics enables researchers to generalise their findings from the sample to the population, this study will not be able to generalise because a non-probability sample was used.

#### 3.7.2.1 Hypothesis Testing

The study uses the classical statistics approach which represents an objective view of probability in which the decision making rests totally on an analysis of available sampling data. A hypothesis is established; it is rejected or fails to be rejected, based on the sample data collected. The null hypothesis ( $H_0$ , the statement that no difference exists between the parameter and the statistic being compared to it) is used for testing.

- **One Way Analysis of Variance (ANOVAs)**

One way analysis of variance is the statistical method for testing the null hypothesis that the means of several populations are equal (so any observed differences are just due to coincidences of sampling). It uses a single factor, fixed effects model to compare the effects of one factor on a continuous dependant variable (Cooper and Schindler, 2003:546). ANOVAs of the following variables: Gender, Age, Marital Status and Level of Education were conducted in order to detect differences between the different variable groups, where at the 5% significance level,  $H_0$  is accepted or rejected.

- **Multiple Comparisons Procedure**

Testing the hypothesis (that significant differences exist) is rarely the reason research is carried out. Instead, it is the desire to look within the data and compare mean score of a particular group with that of the other groups. Cooper and Schindler (2003:551) mentions that range tests find homogeneous subsets of means that are not different from each other. Multiple comparisons test the difference between each pair of means and indicate significantly different group means at a significant level of 0.05 or another level that may be specified by the researcher. Least squares difference test is one such test used in the multiple comparison procedures.

### **3.8 CONCLUSION**

This chapter looked at the research methodology, with specific reference to the research design, sampling design and data analysis adopted in this study. The response rate provided acceptable and credible data because of its size (170 petrol attendants from seventeen service stations out of a total of twenty five participated in the study). Convenience sampling was the logical option available for the researcher since approval to conduct this study on petrol attendants at each of the oil company's service stations in Durban had to be obtained and as such only those whom consent was granted formed part of the sample.

The short form of the MSQ was administered in a form of an interview and this helped to get as many responses as possible and shortened the data collection process. The data was finally analysed using the SPSS computer programme and the results are presented in the next chapter

## **CHAPTER 4**

### **PRESENTATION OF RESULTS**

#### **4.1 INTRODUCTION**

This chapter outlines the results of the study, which are presented in a form of descriptive and inferential statistics using tables reflecting measures of central tendency, measures of dispersion, combination of frequency and percentage tables as well as histogram. The findings are based on a sample which was drawn from the defined population of all petrol attendants within one oil company's service stations network in the Durban Metro.

In addressing the issues of job satisfaction, the researcher attempted to measure the general satisfaction of petrol attendants as well as determine whether their satisfaction level differ among the different groups of certain demographic variables like gender, age, marital status and level of education. One way analysis of variance was used and tested at significance level of 0.05 to determine the existence of differences among variables.

#### **4.2 DESCRIPTIVE STATISTICS**

The descriptive statistics indicating the mean, standard deviation, minimum and maximum values for the responses to the MSQ as well as the general job satisfaction results were computed and presented in Table 4.13 and Table 4.34 respectively. The profile of the sample (with the exception of the wage rates) as well as MSQ responses are also presented using combination of frequency and percentage tables. Histogram was used for the basic wages earned because the variation of wage rates was high and therefore results could not be condensed in a table form. The results indicating the profile of the sample will be presented first followed by that of the MSQ scales.

#### 4.2.1 Sample Profile

The demographic variables of the sample presented in the tables below are gender, age, marital status, number of dependents, educational level, working experience as petrol attendant, number of companies worked for as petrol attendant and length of employment with current company.

##### (a) Gender

Table 4.1 below depicts the gender distribution of the sample.

**Table 4.1: Frequencies and Percentages of the Gender Groups**

Gender Groups	Frequency	Percent
male	151	88.8
female	19	11.2
Total	170	100.0

There were far more males (88.8%) than females (11.2%) respondents, making the sample almost homogeneous.

##### (b) Age

Table 4.2 below presents the age distribution of the sample.

**Table 4.2: Frequencies and Percentages of the Age Groups**

Age Groups	Frequency	Percent
18-25yrs	73	42.9
26-30yrs	47	27.6
31-35yrs	18	10.6
36-40yrs	15	8.8
41-45yrs	4	2.4
46-50yrs	3	1.8
>50yrs	10	5.9
Total	170	100.0

The majority of the sample fell in the 18-35 age group which represent 81.1% of the sample.

(c) Marital Status

Table 4.3 below presents the marital status of the respondents

**Table 4.3: Frequencies and Percentages of the Marital Status Groups**

Marital status groups	Frequency	Percent
single	150	88.2
Married	18	10.6
Divorced	1	.6
Total	169	99.4
Missing	1	.6
Total	170	100.0

The majority of the respondents (88.2%) were single.

(d) Dependants

Table 4.4 shows the tabulated representation of the number of dependants for the sample elements.

**Table 4.4: Frequencies and Percentages of the Dependants of Respondents**

Number of dependants	Frequency	Percent
None	23	13.5
1-2	32	18.8
3-4	38	22.4
>5	76	44.7
Total	169	99.4
Missing	1	.6
Total	170	100.0

Most respondents (67.1%) had 3 and more dependents. Only 13.5% of the sample did not have dependents.

(e) Education Level

Table 4.5 below presents the educational qualifications of the subjects.

**Table 4.5: Frequencies and Percentages of the Educational Status Groups**

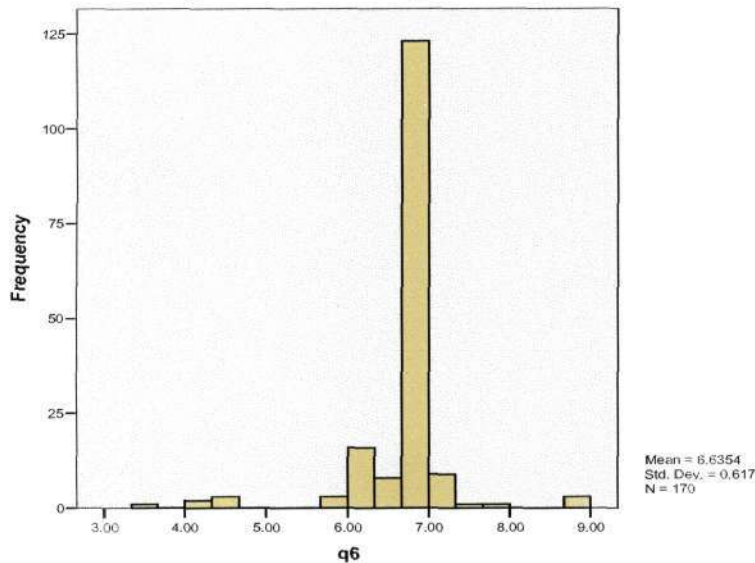
Educational status groups	Frequency	Percent
Std 1 – std 3	5	2.9
Std 4 – std 5	12	7.1
Std 6 – std 9	57	33.5
matric	77	45.3
Post matric	17	10.0
Total	168	98.8
Missing	2	1.2
Total	170	100.0

The majority of the sample (45.3%) had matric. Table 4.5 above also shows that some elements of the sample (10%) have post matric qualifications.

(f) Wages Earned

Figure 4.1 below depicts the distribution of the sample's hourly rate of pay.

**Figure 4.1: Histogram for basic wages earned per hour**



The average rate of pay per hour was R6.63. The rate of pay per hour varies from R3.50 and R8.90 indicating a high level of spread.

(g) Work Experience

Table 4.6 below shows the working experience of the sample as petrol attendants

**Table 4.6: Frequencies and Percentages of working experience**

Work experience	Frequency	Percent
0-6 months	30	17.6
7months-1yr	25	14.7
1+ -2yrs	29	17.1
2+ -3yrs	23	13.5
3+ -5yrs	25	14.7
5+ -10yrs	17	10.0
10+ -20yrs	13	7.6
20+ yrs	7	4.1
Total	169	99.4
Missing	1	.6
Total	170	100.0

The majority (49.4%) of the sample's work experience was up to 2 years. This percentage was however split into 3 groups making 0-6 months to be the highest working experience (17.6%) for the sample.

The work experience of the sample has a high spread without a set period standing out as clear number of years worked. 17.6% of the sample had working experience of between 0-6 months closely followed by 17.1% with experience of between 1<sup>+</sup>-2 years.

(h) Companies Worked for

Table 4.7 below shows the number of companies the sample had worked for to date as petrol attendants

**Table 4.7: Frequencies and Percentages of the number of companies worked for**

Companies worked for	Frequency	Percent
1	125	73.5
2-3	42	24.7
4-5	1	.6
>5	2	1.2
Total	170	100.0

The majority of the respondents (73.5%) had worked for one company. Only 1.8% of the sample worked for 4 and more companies.

(i) Length of Employment

The length of service for the sample is presented in Table 4.8 below.

**Table 4.8: Frequencies and Percentages of the length of employment with current Company**

Length of service	Frequency	Percent
0-6 months	38	22.4
7months-1yr	33	19.4
1+ -2yrs	27	15.9
2+ -3yrs	23	13.5
3+ -5yrs	21	12.4
5+ -10yrs	15	8.8
10+ -20yrs	9	5.3
20+ yrs	3	1.8
Total	169	99.4
Missing	1	.6
Total	170	100.0

Like the working experience of the sample within the industry, the working experience within their current employer is spread out without a set period standing out as a clear length of employment for the majority of the sample. Only 22.4% of the sample had been employed for 0-6 months followed by 19.4% which had been employed for 7 months – 1 year.

(j) Shifts

The shift schedules are presented in Table 4.9 below.

**Table 4.9: Frequencies and Percentages of the companies' shift schedule**

Shift schedule	Frequency	Percent
2 12hr-shifts	15	8.8
3 8hr-shifts	8	4.7
other	147	86.5
Total	170	100.0

Most companies operate on other forms of shifts (86.5%). These shifts mainly differ in terms of time to leave work allocated to employees in an effort to balance out the working hours (45 working hours per week) and the business peak periods.

(k) Current Shift

Table 4.10 presents the shifts respondents were assigned to.

**Table 4.10: Frequencies and Percentages of the shift currently assigned to**

Current shift	Frequency	Percent
morning shift	22	12.9
day shift	122	71.8
night shift	26	15.3
Total	170	100.0

Most respondents were working day shift (71.8%)

(l) Shift Preferred

The shift preferences of the respondents are shown in Table 4.11 below.

**Table 4.11: Frequencies and Percentages of shift preference**

Shift preference	Frequency	Percent
morning shift	19	11.2
day shift	104	61.2
night shift	44	25.9
Total	167	98.2
Missing	3	1.8
Total	170	100.00

Most respondents preferred the day shift (61.2%)

(m) Reasons for Preferred Shift

Table 4.12 below indicates the reasons given for shift preference.

**Table 4.12: Frequencies and Percentages of reasons for shift preference**

Shift preference	Frequency	Percent
higher rate of pay	10	5.9
convenient for personal responsibility	32	18.8
less work during the shift	20	11.8
safety	41	24.1
other	64	37.6
Total	167	98.2
Missing	3	1.8
Total	170	100.0

The majority of respondents (37.6%) chose other as a reason for preferring a particular shift. The option “other” includes such reasons as transport availability, not being safe to leave my house unoccupied at night and being able to sleep at night than during the day. Safety is a single frequently mentioned reason (24.1%), followed by convenience for personal responsibility (18.8%).

#### 4.2.2 Responses to satisfaction scale (MSQ)

Table 4.13 below presents the mean, standard deviation, minimum and maximum values of the responses generated from the MSQ. In addition to the measures of central tendency and dispersion results are the responses for the individual MSQ items which are presented in terms of frequencies and percentage tables.

**Table 4.13: Descriptive statistics for the MSQ scales**

Variable	Mean	Std. Deviation	Minimum	Maximum
<b>MSQ Scale</b>				
Activity	3.4438	.95030	1.00	5.00
Independence	3.2000	1.00649	1.00	5.00
Variety	3.2647	1.00616	1.00	5.00
Social Status	3.3824	1.15678	1.00	5.00
Supervision-HR	2.4824	1.30644	1.00	5.00
Supervision-technical	3.3077	1.17514	1.00	5.00
Moral Values	2.7337	1.14699	1.00	5.00
Security	2.9235	1.23558	1.00	5.00
Social Service	3.5799	.87686	1.00	5.00
Authority	3.1824	1.03589	1.00	5.00
Ability Utilisation	2.9941	1.22352	1.00	5.00
Company Policies	1.9235	1.10942	1.00	5.00
Compensation	1.6529	1.03924	1.00	4.00
Advancement	2.0529	1.13190	1.00	5.00
Responsibility	2.6235	1.26375	1.00	5.00
Creativity	2.7059	1.19984	1.00	5.00
Working Conditions	2.4852	1.33232	1.00	5.00
Co-Workers	4.1361	1.11235	1.00	5.00
Recognition	2.5059	1.44422	1.00	5.00
Achievement	4.3647	.71081	2.00	5.00

The mean score results presented in Table 4.13 above indicate moderate levels of satisfaction and moderate levels of dissatisfaction for many job facets. Although job facets were rated on a full scale, that is, from 1 to 5, no extreme responses were obtained. The satisfaction scores were ranked and interpreted as follows: 1 - 1.4 as very dissatisfied, 1.5 - 2.4 as dissatisfied, 2.5 - 2.9 as moderately dissatisfied, 3 as neither satisfied nor dissatisfied, 3.1 - 3.4 as moderately satisfied, 3.5 - 4.4 as satisfied and finally 4.5 - 5 as very satisfied.

The standard deviation indicates the extent of variation from the mean and can be supported by the minimum and maximum scores which are used to measure the spread of the data values from the mean. The results in Table 4.13 for individual items will be presented in conjunction with those represented by frequency and percentage tables which follow below.

- (a) Being able to keep busy all the time

Table 4.14 below presents the satisfaction level of the sample with regard to item 1.

**Table 4.14: Frequencies and Percentages of response on activity**

Activity	Frequency	Percent
very dissatisfied	3	1.8
dissatisfied	41	24.1
neutral	8	4.7
satisfied	112	65.9
very satisfied	5	2.9
Total	169	99.4
Missing	1	.6
Total	170	100.0

The majority of the respondents (68.8%) were either satisfied or very satisfied that their job keeps them busy all day. Their level of satisfaction was however in moderation as reflected by the mean score ( $M=3.4438$ ) in Table 4.13. While the majority of the sample was either satisfied or very satisfied, the minimum and maximum scores in Table 4.13 show that some respondents were also dissatisfied or very dissatisfied. Variation with regards to satisfaction with activity among attendants therefore exists.

- (b) The chance to work alone on the job.

Table 4.15 shows the results for the chance to work alone on the job.

**Table 4.15: Frequencies and Percentages of responses on independence**

Independence	Frequency	Percent
very dissatisfied	2	1.2
dissatisfied	61	35.9
neutral	13	7.6
satisfied	89	52.4
very satisfied	5	2.9
Total	170	100.0

The highest response for independence was satisfied (52.4%) followed by dissatisfied (35.9%). Overall, those satisfied or very satisfied constitute 55.3% while those dissatisfied or very dissatisfied constitute 37.1% of the sample. Table 4.13 however shows moderate levels of satisfaction as indicated by the mean score ( $M=3.2$ ) while the minimum and maximum scores indicate the existence of variation in satisfaction with independence as can be seen from Table 4.15 that the satisfaction of the subjects varies across the entire satisfaction rating score.

(c) The chance to do different things

Details of the results on variety are shown in Table 4.16 below.

**Table 4.16: Frequencies and Percentages of responses on variety**

Variety	Frequency	Percent
very dissatisfied	5	2.9
dissatisfied	50	29.4
neutral	14	8.2
satisfied	97	57.1
very satisfied	4	2.4
Total	170	100.0

The highest response for variety was satisfied (57.1%) followed by dissatisfied (29.4%). The overall percentage of those satisfied or very satisfied was 59.5% while 32.3% were either dissatisfied or very dissatisfied. The satisfaction level of the sample with regard to this item was however in moderation as can be seen from the mean score ( $M=3.2647$ ) in Table 4.13. Variation in satisfaction with variety exists as indicated by the minimum and maximum scores in Table 4.13 that span the entire satisfaction scale. This indicates the existence of satisfaction with this item in extreme amounts as well as in moderate levels among the respondents.

(d) The chance to be somebody in the community

Results of the respondents' feelings about their Social Status are shown in Table 4.17 below.

**Table 4.17: Frequencies and Percentages of responses on social status**

Social status	Frequency	Percent
very dissatisfied	12	7.1
dissatisfied	39	22.9
neutral	9	5.3
satisfied	92	54.1
very satisfied	18	10.6
Total	170	100.0

The majority of the respondents (54.1%) were satisfied with the social status offered by their job followed by those who were dissatisfied (22.9%). The overall response of those satisfied or very satisfied was 64.7% while those who were either very dissatisfied or dissatisfied were represented by 30% of the sample. The respondents' satisfaction level

as reflected by the mean score ( $M=3.3824$ ) in Table 4.13 was however moderate. The minimum and maximum scores in Table 4.13 also indicate the existence of variation in satisfaction with social status. The minimum and maximum scores support the results in Table 4.17 that subjects' feelings about their social status varied from the one extreme end to the other.

(e) The way my boss handles his/her workers

Table 4.18 below outlines the results of Supervision-human relations.

**Table 4.18: Frequencies and Percentages of responses on supervision-human relations**

Supervision – human relations	Frequency	Percent
very dissatisfied	56	32.9
dissatisfied	35	20.6
neutral	28	16.5
satisfied	43	25.3
very satisfied	8	4.7
Total	170	100.0

The highest response for human relations was very dissatisfied (32.9%) followed by satisfied (25.3%). The overall dissatisfaction or very dissatisfaction level was 53.5% and the mean score ( $M=2.4824$ ) in Table 4.13 reflects a moderate dissatisfaction level, while overall satisfaction or very satisfaction level was 30%. Table 4.18 indicates that subjects' satisfaction level with regards to supervision-human relations varied from very dissatisfied to very satisfied and this is supported by the minimum and maximum scores as presented in Table 4.13.

(f) The competence of my supervisor in making decisions

Table 4.19 below shows the results of the respondents' feelings towards their supervisors.

**Table 4.19: Frequencies and Percentages of responses on supervisor's competence**

Supervisor's competence	Frequency	Percent
very dissatisfied	17	10.0
dissatisfied	31	18.2
neutral	20	11.8
satisfied	85	50.0
very satisfied	16	9.4
Total	169	99.4
Missing	1	.6
Total	170	100.0

The majority of the respondents (50%) were satisfied with the technical competence of their supervisors followed by those who were dissatisfied (18.2%). Overall the satisfied or very satisfied feeling was represented by 59.4% although the mean score ( $M=3.3077$ ) in Table 4.13 indicates their satisfaction level to be moderate. On the other hand the overall dissatisfied or very dissatisfied feeling was represented by 28.2% of the respondents. The existence of variation in satisfaction with this item is reflected by its minimum and maximum scores in Table 4.13, meaning that responses were represented from extreme ends to moderate levels.

**(g) Being able to do the things that do not go against my conscience**

The results on the ability of respondents to uphold their moral values while doing their job are presented in Table 4.20 below.

**Table 4.20: Frequencies and Percentages of responses on ability to uphold moral values**

Moral values	Frequency	Percent
very dissatisfied	22	12.9
dissatisfied	70	41.2
neutral	11	6.5
satisfied	63	37.1
very satisfied	3	1.8
Total	169	99.4
Missing	1	.6
Total	170	100.0

The highest response for moral values was dissatisfied (41.2%) followed by satisfied (37.1%). The overall level of dissatisfaction or very dissatisfaction was 54.1% while that of satisfaction or very satisfied was 38.9%. The mean score ( $M=2.7337$ ) in Table 4.13 reflects moderate level of dissatisfaction with this item while the extreme minimum and maximum scores reflect the existence of spread from the mean, that is, while the mean score reflects moderate dissatisfaction with this item, there were subjects who were very dissatisfied, neutral, satisfied and very satisfied, thus deviating from the mean.

(h) The way my job provides for steady employment

Table 4.21 below presents the respondents' feelings on the security of their jobs

**Table 4.21: Frequencies and Percentages of responses on job security**

Job security	Frequency	Percent
very dissatisfied	27	15.9
dissatisfied	72	42.4
neutral	16	9.4
satisfied	47	27.6
very satisfied	8	4.7
Total	170	100.0

The majority of the respondents (42.4%) were dissatisfied with the lack of security from their job followed by the satisfied (27.6%). The overall dissatisfaction or very dissatisfied level was 58.3% while satisfaction or very satisfied level stood at 32.3%. The subjects' dissatisfaction with this item as reflected by its mean score ( $M=2.9235$ ) in Table 4.13 is seen to be moderate while variation in satisfaction with job security exists as shown by the extreme minimum and maximum scores. The extreme scores indicate that the respondents' feelings vary from very dissatisfied to neither satisfied nor dissatisfied to very satisfied. Some respondents' satisfaction scores therefore deviate from the moderate dissatisfaction mean score.

(i) The chance to do things for other people

The feelings of respondents towards the opportunity provided by their job to do things for other people are tabulated below.

**Table 4.22: Frequencies and Percentages of responses on social service**

Social service	Frequency	Percent
very dissatisfied	4	2.4
dissatisfied	28	16.5
neutral	7	4.1
satisfied	126	74.1
very satisfied	4	2.4
Total	169	99.4
Missing	1	.6
Total	170	100.0

The majority of the respondents (74.1%) were satisfied with the chance to do things for other people followed by those who were dissatisfied (16.5%). The overall level of satisfaction or very satisfaction with social service stood at 76.5% while that of dissatisfaction or very dissatisfaction was at 18.9%. The sample reflected level of satisfaction with this item as can be seen from the mean score ( $M=3.5799$ ) in Table 4.13.

Although majority of the sample gave a similar score (satisfaction) for this item, the minimum and maximum scores show that some subjects were dissatisfied, very dissatisfied and neither satisfied nor dissatisfied with this item thus indicating the existence of dispersion of satisfaction scores from the mean.

(j) The chance to tell people what to do

The results on how respondents feel about the chance to exercise authority are shown in Table 4.23 below.

**Table 4.23: Frequencies and Percentages of the responses on the chance to exercise authority**

Authority	Frequency	Percent
very dissatisfied	9	5.3
dissatisfied	48	28.2
neutral	19	11.2
satisfied	91	53.5
very satisfied	3	1.8
Total	170	100.0

The majority of the sample (53.5%) was satisfied with the chance to exercise authority followed by the ones who were dissatisfied (28.2%). All in all 55.3% of the sample was either satisfied or very satisfied while 33.5% was either dissatisfied or very dissatisfied. While the majority of the respondents' level of satisfaction with this item is moderate as indicated by the mean score ( $M=3.1824$ ) in Table 4.13, the satisfaction score of 44.7% of the sample deviates from the mean and is spread between dissatisfied, very dissatisfied and neither satisfied nor dissatisfied scores as supported by the minimum and maximum values.

(k) The chance to do something that makes use of my abilities

Results of the respondents' chance to utilise their abilities while doing their work are shown in Table 4.24 below.

**Table 4.24: Frequencies and Percentages of responses on ability utilisation**

Ability utilisation	Frequency	Percent
very dissatisfied	21	12.3
dissatisfied	72	42.4
neutral	13	7.6
satisfied	53	31.2
very satisfied	11	6.5
Total	170	100.0

The highest response (42.4%) was dissatisfied with the way their abilities are being utilised followed by satisfied (31.2%). Overall, those who were either dissatisfied or very dissatisfied had a representation of 54.7% while those who were either satisfied or very satisfied were represented by 37.7% of the sample. While the mean score ( $M=2.9941$ ) in Table 4.13 suggests neutral results due to lack of extreme responses, the minimum and maximum scores indicate the existence of variation of scores from the mean, with some subjects expressing dissatisfaction while some express satisfaction.

(I) The way company policies are put into practice

The feelings of the respondents on the way the company policies are put into practice are reflected in Table 4.25 below.

**Table 4.25: Frequencies and Percentages of responses on company policies**

Company policies	Frequency	Percent
very dissatisfied	86	50.6
dissatisfied	35	20.6
neutral	26	15.3
satisfied	22	12.9
very satisfied	1	.6
Total	170	100.0

The majority of the sample (50.6%) was very dissatisfied with this item followed by 20.6% of respondents who were dissatisfied. In total those who were either very dissatisfied or dissatisfied accounted for 71.2% while those who were either satisfied or very satisfied accounted for 13.5% of the sample. The mean score ( $M=1.9235$ ) for this item in Table 4.13 indicates high levels of dissatisfaction. It is seen however from the minimum and maximum scores in Table 4.13 that although the majority of the sample gave a similar score (dissatisfaction) for this item, there is deviation of scores from the mean with some subjects expressing neutral feelings while some expressed feelings of satisfaction with their companies' policies.

(m) My pay and amount of work I do

Respondents' feelings about their compensation in comparison with the work they do are reflected in Table 4.26 below.

**Table 4.26: Frequencies and Percentages of responses on pay**

Pay	Frequency	Percent
very dissatisfied	109	64.1
dissatisfied	33	19.4
neutral	6	3.5
satisfied	22	12.9
Total	170	100.0

The highest response (64.1%) for compensation was very dissatisfied followed by those who were dissatisfied (19.4%). The overall score for those who were either very dissatisfied or dissatisfied stood at 83.5% while only 12.9% of the sample was satisfied with their pay. The mean score ( $M=1.6529$ ) for this item as presented in Table 4.13 reflects high levels of dissatisfaction. The minimum and maximum scores in Table 4.13 indicate the narrow spread of data from the mean with scores ranging from very dissatisfied to satisfied, this therefore suggests narrow deviation as the range is also narrow.

(n) The chances for advancement on this job

Table 4.27 below presents the feelings of the respondents on opportunities available for advancement within their job.

**Table 4.27: Frequencies and Percentages of responses on chances for advancement**

Advancement	Frequency	Percent
very dissatisfied	73	42.9
dissatisfied	45	26.5
neutral	23	13.5
satisfied	28	16.5
very satisfied	1	.6
Total	170	100.0

The highest response for advancement was very dissatisfied (42.9%) followed by dissatisfied (26.5%). In total those who were either very dissatisfied or dissatisfied with this item accounted for 69.4% while those who were either satisfied or very satisfied accounted for only 17.1%. The mean score ( $M=2.0529$ ) for this item in Table 4.13

indicates levels of dissatisfaction while the minimum and maximum scores indicate the existence of variation in satisfaction scores as suggested by the data range. Over and above the 17.1% that was satisfied with this item, 13.5 % of the sample remained neutral as can be seen in Table 4.27 above.

(o) The freedom to use my own judgement

The feelings of the respondents on the degree of freedom they have to use their judgment on issues related to their work are presented in Table 4.28 below.

**Table 4.28: Frequencies and Percentages of responses on chances for responsibility**

Responsibility	Frequency	Percent
Very dissatisfied	43	25.3
dissatisfied	45	26.5
neutral	20	11.8
satisfied	57	33.5
very satisfied	5	2.9
Total	170	100.0

The majority of the respondents (33.5%) were satisfied with chances for responsibility followed by those who were dissatisfied (26.5%). All in all those who were either very dissatisfied or dissatisfied represent 51.8% of the sample, while those who were either satisfied or very satisfied had a representation of 36.4%. The mean score ( $M=2.6235$ ) for this item as presented in Table 4.13 suggests moderate level of dissatisfaction while the minimum and maximum scores also in Table 4.13 indicate the variation of satisfaction scores from extreme values to moderate values as suggested by the spread of the data from the mean score.

(p) The chance to try my own methods of doing things

Table 4.29 below presents the results obtained on the creativity item

**Table 4.29: Frequencies and Percentages of responses on creativity**

Creativity	Frequency	Percent
Very dissatisfied	33	19.4
dissatisfied	52	30.6
neutral	20	11.8
satisfied	62	36.4
very satisfied	3	1.8
Total	170	100.0

The highest response for creativity was satisfied (36.4%) followed by those who were dissatisfied (30.6%). Overall, half of the sample (50%) was either very dissatisfied or dissatisfied but their level of dissatisfaction was in moderation as indicated by the creativity mean score ( $M=2.7059$ ) in Table 4.13. Those subjects who were either satisfied or very satisfied with this item had a representation of 38.2%. There is variation in satisfaction scores on this item as supported by the minimum and maximum scores in Table 4.13 that span the entire satisfaction scale thus widening the spread of data from the mean.

(q) The working conditions

The feelings of respondents' on the working conditions they are subjected to are presented in Table 4.30 below.

**Table 4.30: Frequencies and Percentages of responses on working conditions**

Working conditions	Frequency	Percent
very dissatisfied	55	32.4
dissatisfied	40	23.5
neutral	21	12.4
satisfied	43	25.3
very satisfied	10	5.9
Total	169	99.4
Missing	1	.6
Total	170	100.0

The majority of the respondents (32.4%) were very dissatisfied with the prevailing working conditions followed by those who were satisfied (25.3%). Overall, the majority of the respondents were those who were either very dissatisfied or dissatisfied with their working conditions and accounted for 55.9% of the sample while those who expressed feelings of satisfaction or very dissatisfied accounted for 31.2% of the sample. The dissatisfaction level of respondents was moderate as suggested by the mean score ( $M=2.4852$ ) of this item in Table 4.13. The minimum and maximum scores also in Table 4.13 indicate the variation of satisfaction scores from extreme values to moderate values as suggested by the spread of the data from the mean score (moderate dissatisfaction) with some subjects expressing satisfaction while 12.4% remained neutral.

- (r) The way my co-workers get along with each other

The responses regarding the relationship between co-workers are presented in Table 4.31 below.

**Table 4.31: Frequencies and Percentages of responses on co-workers relationship**

Co-workers	Frequency	Percent
very dissatisfied	8	4.7
dissatisfied	9	5.3
neutral	19	11.2
satisfied	49	28.8
very satisfied	84	49.4
Total	169	99.4
Missing	1	.6
Total	170	100.0

The results indicate that majority of the sample (49.4%) was very satisfied with the co-worker relationship; followed by those who were satisfied (28.8%) resulting in 78.2% of the sample expressing feelings of either satisfaction or very satisfied. Those who were either very dissatisfied or dissatisfied accounted for only 10% of the sample. The subjects' level of satisfaction is high as supported by the item's mean score ( $M=4.1361$ ) in Table 4.13. The minimum and maximum scores in Table 4.1 suggest the existence of variation in satisfaction score as 21.2% of the sample composed of subjects who were very dissatisfied, satisfied as well as neutral.

- (s) The praise I get for doing a good job

Table 4.32 below detail the responses obtained on the recognition item.

**Table 4.32: Frequencies and Percentages of responses on recognition**

Recognition	Frequency	Percent
very dissatisfied	59	34.7
dissatisfied	43	25.3
neutral	10	5.9
satisfied	39	22.9
very satisfied	19	11.2
Total	170	100.0

The results indicate that the majority of the subjects (34.7%) were very dissatisfied with aspects of recognition followed by those who were dissatisfied (25.3%). There was therefore 60% overall of those who were either very dissatisfied or dissatisfied, while those who were either very satisfied or satisfied were found to be 34.1%. The level of

dissatisfaction was found to be moderate as can be seen from the recognition mean score ( $M=2.5059$ ) in Table 4.13. The subjects expressed variation in satisfaction scores for this item where in greatest order of representation, some were very dissatisfied, dissatisfied, satisfied and very satisfied, with only 5.9% of the sample remaining neutral. The variation is thus supported by the minimum and maximum scores in Table 4.13 that is spread out the entire satisfaction scale.

(t) The feeling of accomplishment I get from the job

The respondents' results on feelings of accomplishment are presented in Table 4.33 below.

**Table 4.33: Frequencies and Percentages of responses on achievement**

Accomplishment	Frequency	Percent
dissatisfied	5	2.9
neutral	8	4.7
satisfied	77	45.3
very satisfied	80	47.1
Total	170	100.0

The majority of the respondents (47.1%) were very satisfied with this item followed by those satisfied (45.3%). Overall, those who were either satisfied or very satisfied with this item accounted for 92.4% of the sample which by far outweighs those who were dissatisfied (2.9%). The mean score ( $M=4.3647$ ) for this item in Table 4.13 supports high level of satisfaction experienced by respondents, while the minimum and maximum scores also in Table 4.13 indicate the narrow spread of data from the mean with scores ranging from dissatisfied to very satisfied, this therefore suggests data are closely grouped and as such deviation is narrow.

### 4.2.3 General Job Satisfaction Results

The descriptive statistics for the general satisfaction of the sample are presented in Table 4.34 below indicating its mean score, standard deviation, minimum and maximum scores.

**Table 4.34: Descriptive statistics for general satisfaction**

	General satisfaction
Mean	2.9463
Std. Deviation	.46893
Minimum	1.80
Maximum	4.30

a. Multiple modes exist. The smallest value is shown

Table 4.34 above presents a mean score close to 3 which indicates that the sample is generally neither satisfied nor dissatisfied with their job. The sample had a small standard deviation indicating low variability of the dataset and as such a homogeneous distribution of scores.

## 4.3 RELIABILITY ANALYSIS

### 4.3.1 Cronbach's Alpha

The results for the reliability test of the measurement scale are presented in Table 4.35 below:

**Table 4.35: Cronbach's Reliability Coefficient**

Cronbach's Alpha	No. of Items
.745	20

The alpha value seems fine.

## 4.4 INFERENCE ANALYSIS

Inferential statistics were based on the following measures of association: the One Way Analysis of Variance – to test the four hypotheses of the study. The least squares

difference test was run after ANOVA calculations so that comparisons between groups of each variable can be made.

#### 4.4.1 Hypotheses

Hypotheses were formulated to test whether there is any significant differences in general job satisfaction among the following biographic variables: gender, age, marital status and level of education. ANOVA for the respective variables was conducted and  $H_0$  was rejected for all p-values  $\leq 0.05$  thus accepting an alternate hypothesis ( $H_1$ ).

##### (a) Hypothesis 1

$H_0$ : there is no significant difference between the males and females with respect to general job satisfaction.

$H_1$ : there is a significant difference between the males and females with respect to general job satisfaction.

The results of the ANOVA test are shown in Table 4.36 below.

**Table 4.36 General Job Satisfaction by Gender**

General satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.280	1	.280	1.276	.260
Within Groups	36.882	168	.220		
Total	37.162	169			

At the 5% significance level,  $H_0$  is accepted. There is no significant difference between males and females with respect to general job satisfaction.

A summary of the mean results are shown below in Table 4.37.

**Table 4.37 Summary of the mean results for general job satisfaction by gender**

General Satisfaction			
Gender	N	Mean	Std. Deviation
male	151	2.9607	.47738
female	19	2.9319	.38718
Total	170	2.9463	.46893

The mean scores above are close to 3, reflecting that both males and females are neutral, that is, they are neither satisfied nor dissatisfied as far as their general job satisfaction is concerned. The standard deviation indicates that the data is closely grouped together and as such variation in the level of general satisfaction of males and females is low.

**(b) Hypothesis 2**

$H_0$ : there is no significant difference between the age groups with respect to general job satisfaction.

$H_1$ : there is a significant difference between the age groups with respect to general job satisfaction.

The results of the ANOVA test are shown in Table 4.38

**Table 4.38 General Job Satisfaction by Age**

General satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.607	6	.601	2.921	.010
Within Groups	33.554	163	.206		
Total	37.162	169			

At the 5% significance level,  $H_0$  is rejected. There is a significant difference between the age groups with respect to general job satisfaction.

A summary of the mean results are shown in Table 4.39 below.

**Table 4.39 Summary of the mean results for general job satisfaction by Age.**

General satisfaction

Age Groups	N	Mean	Std. Deviation
18-25yrs	73	2.8654	.45475
26-30yrs	47	2.9321	.44939
31-35yrs	18	2.9333	.59161
36-40yrs	15	2.9230	.41241
41-45yrs	4	3.0250	.28723
46-50yrs	3	3.2500	.26458
>50yrs	10	3.4750	.27003
Total	170	2.9463	.46893

The mean scores of the respondents between the ages of 18 and 40 in Table 4.39 are all close to 2.9, reflecting feelings of moderate job dissatisfaction from these groups. The subjects falling in the 41 – 45 years age group have mean score ( $M=3.025$ ) that reflects neutral feelings (neither satisfied nor dissatisfied) for general satisfaction with their job, while the mean score ( $M=3.25$ ) for those falling in the 46 – 50 years age category indicates moderate level of general satisfaction from their job. The mean score for those over 50 years of age is close to 3.5, thus reflecting feelings of satisfaction for this group. The mean score results suggest that the older employees are satisfied with their jobs than the younger ones. The data between the different age groups are closely grouped together as can be seen from the small standard deviation in Table 4.39, though variation still exists in the level of general satisfaction. The Least Squares Differences (LSD) test was thus performed to find out exactly which age groups differ.

The results of the LSD test are shown in Table 4.40 below. The mean difference is significant at the .05 level. The significant difference between the age group comparisons is shaded and was found to be between the following groups:

18-25yrs and >50 yrs  
26-30yrs and >50 yrs  
31-35yrs and >50 yrs  
36-40yrs and >50 yrs

Clearly the job satisfaction differs between the age groups especially when the younger age groups are compared to the > 50years group. The results thus show the older group to display feelings of satisfaction than the younger groups.

**Table 4.40: Multiple comparisons between Age groups**

Dependent Variable: general satisfaction LSD

(I) q2	(J) q2	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
18-25yrs	26-30yrs	-.08673	.08485	.308	-.2543	.0808
	31-35yrs	-.06794	.11940	.570	-.3037	.1678
	36-40yrs	-.03759	.12862	.770	-.2916	.2164
	41-45yrs	-.15961	.23299	.494	-.6197	.3005
	46-50yrs	-.38461	.26728	.152	-.9124	.1432
	>50yrs	-.60961(*)	.15299	.000	-.9117	-.3075
26-30yrs	18-25yrs	.08673	.08485	.308	-.0808	.2543
	31-35yrs	.01879	.12576	.881	-.2295	.2671
	36-40yrs	.04915	.13455	.715	-.2165	.3148
	41-45yrs	-.07287	.23631	.758	-.5395	.3938
	46-50yrs	-.29787	.27018	.272	-.8314	.2356
	>50yrs	-.52287(*)	.15800	.001	-.8349	-.2109
31-35yrs	18-25yrs	.06794	.11940	.570	-.1678	.3037
	26-30yrs	-.01879	.12576	.881	-.2671	.2295
	36-40yrs	.03035	.15862	.848	-.2829	.3436
	41-45yrs	-.09167	.25080	.715	-.5869	.4036
	46-50yrs	-.31667	.28294	.265	-.8754	.2420
	>50yrs	-.54167(*)	.17895	.003	-.8950	-.1883
36-40yrs	18-25yrs	.03759	.12862	.770	-.2164	.2916
	26-30yrs	-.04915	.13455	.715	-.3148	.2165
	31-35yrs	-.03035	.15862	.848	-.3436	.2829
	41-45yrs	-.12202	.25532	.633	-.6262	.3821
	46-50yrs	-.34702	.28695	.228	-.9136	.2196
	>50yrs	-.57202(*)	.18523	.002	-.9378	-.2063
41-45yrs	18-25yrs	.15961	.23299	.494	-.3005	.6197
	26-30yrs	.07287	.23631	.758	-.3938	.5395
	31-35yrs	.09167	.25080	.715	-.4036	.5869
	36-40yrs	.12202	.25532	.633	-.3821	.6262
	46-50yrs	-.22500	.34653	.517	-.9093	.4593
	>50yrs	-.45000	.26842	.096	-.9800	.0800
46-50yrs	18-25yrs	.38461	.26728	.152	-.1432	.9124
	26-30yrs	.29787	.27018	.272	-.2356	.8314
	31-35yrs	.31667	.28294	.265	-.2420	.8754
	36-40yrs	.34702	.28695	.228	-.2196	.9136
	41-45yrs	.22500	.34653	.517	-.4593	.9093
	>50yrs	-.22500	.29867	.452	-.8148	.3648
>50yrs	18-25yrs	.60961(*)	.15299	.000	.3075	.9117
	26-30yrs	.52287(*)	.15800	.001	.2109	.8349
	31-35yrs	.54167(*)	.17895	.003	.1883	.8950
	36-40yrs	.57202(*)	.18523	.002	.2063	.9378
	41-45yrs	.45000	.26842	.096	-.0800	.9800
	46-50yrs	.22500	.29867	.452	-.3648	.8148

(c) Hypothesis 3

H<sub>0</sub>: there is no significant difference between the marital status groups with respect to general job satisfaction.

H<sub>1</sub>: there is a significant difference between the marital status groups with respect to general job satisfaction.

The results of the ANOVA test are shown in Table 4.41 below

**Table 4.41: General Job Satisfaction by Marital Status**

General satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.416	2	.708	3.348	.038
Within Groups	35.108	166	.211		
Total	36.524	168			

At the 5% significance level, H<sub>0</sub> is rejected. There are significant differences between married and single people with respect to general job satisfaction

A summary of the mean results are presented in Table 4.42

**Table 4.42: Summary of the mean results for general job satisfaction by marital status**

General satisfaction

Marital status	N	Mean	Std. Deviation
single	150	2.9185	.46635
married	18	3.2111	.39873
divorced	1	3.1500	.
Total	169	2.9510	.46627

The mean score (M=2.9185) for the single group in Table 4.42 reflects moderate level of dissatisfaction while that of the married group (M=3.2111) reflects moderate level of satisfaction. LSD tests were not performed since the divorced group had only one respondent, leaving comparison to be between the single and the married groups, of which the difference has been established.

(d) Hypothesis 4

H<sub>1</sub>: there is no significant difference between the educational status groups with respect to general job satisfaction.

H<sub>1</sub>: there is a significant difference between the educational status groups with respect to general job satisfaction.

The results of the ANOVA test are shown in Table 4.43 below

**Table 4.43: General job satisfaction by educational status**

General satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.272	4	1.318	6.821	.000
Within Groups	31.495	163	.193		
Total	36.767	167			

At the 5% significance level, H<sub>0</sub> is rejected. There are significant differences between the educational status groups with respect to job satisfaction.

A summary of the mean results are shown in Table 4.44. There were no respondents in Sub A-Sub B group so tests could not be computed for this group.

**Table 4.44: Summary of the mean results for general job satisfaction by educational status**

General satisfaction

	N	Mean	Std. Deviation
std 1-std 3	5	3.4400	.39275
std 4-std 5	12	3.1838	.42322
std 6-std 9	57	3.0954	.47580
matric	77	2.7977	.43048
post matric	17	2.7912	.36625
Total	168	2.9448	.46921

The mean scores in Table 4.44 indicate that respondents with different level of education experience different levels of satisfaction. Subjects with lowest educational qualifications (std 1- std 9) experienced moderate level of satisfaction, with the satisfaction mean score for the std 6 – std 9 group being just on the boundary for moderate satisfaction. The mean

score results further indicate that subjects with higher educational qualifications (matric and post matric) experienced moderate feelings of dissatisfaction with their job. The Least Squared Differences (LSD) test was thus performed to find out exactly which educational level groups differ and results are presented in Table 4.45 below.

**Table 4.45: Multiple comparisons between Educational Status groups**

Dependent Variable: general satisfaction  
LSD

(I) q5	(J) q5	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
std 1-std 3	std 4-std 5	.25623	.23398	.275	-.2058	.7182
	std 6-std 9	.34457	.20502	.095	-.0603	.7494
	matric	.64229(*)	.20286	.002	.2417	1.0429
	post matric	.64882(*)	.22363	.004	.2072	1.0904
std 4-std 5	std 1-std 3	-.25623	.23398	.275	-.7182	.2058
	std 6-std 9	.08834	.13961	.528	-.1873	.3640
	matric	.38606(*)	.13642	.005	.1167	.6554
	post matric	.39260(*)	.16573	.019	.0653	.7199
std 6-std 9	std 1-std 3	-.34457	.20502	.095	-.7494	.0603
	std 4-std 5	-.08834	.13961	.528	-.3640	.1873
	matric	.29772(*)	.07681	.000	.1461	.4494
	post matric	.30425(*)	.12147	.013	.0644	.5441
matric	std 1-std 3	-.64229(*)	.20286	.002	-1.0429	-.2417
	std 4-std 5	-.38606(*)	.13642	.005	-.6554	-.1167
	std 6-std 9	-.29772(*)	.07681	.000	-.4494	-.1461
	post matric	.00653	.11779	.956	-.2261	.2391
post matric	std 1-std 3	-.64882(*)	.22363	.004	-1.0904	-.2072
	std 4-std 5	-.39260(*)	.16573	.019	-.7199	-.0653
	std 6-std 9	-.30425(*)	.12147	.013	-.5441	-.0644
	matric	-.00653	.11779	.956	-.2391	.2261

The results of the LSD test are shown in Table 4.45 above. The mean difference is significant at the .05 level. The significant difference between the educational status groups' comparisons is shaded and was found to be between the following groups:

Matric - Post matric vs Std1- Std 3

Matric - Post matric vs Std4- Std 5

Matric - Post matric vs Std6- Std 9

The LSD results clearly shows that job satisfaction differs between those with matric and higher qualifications and those with educational qualifications below matric and it was shown that respondents with low educational qualifications were moderately satisfied with their job while those with matric and higher qualifications were found to be moderately dissatisfied with their job. The mean score results indicate that the higher the educational qualifications the respondents have, the lower their level of job satisfaction. The LSD test does not suggest differences in the level of satisfaction between those with matric and those with qualifications higher than matric.

#### **4.5 CONCLUSION**

The findings of the research study have been presented in this chapter. A two-part questionnaire covering demographics and satisfaction measurement was administered to petrol attendants where they were asked to rate their level of satisfaction with aspects of their job on a five point scale. Descriptive statistics were therefore run on the responses of all the items of the measurement scale to describe the subjects' satisfaction with a particular facet from which their general job satisfaction was determined. The general job satisfaction results revealed that subjects have neutral (neither satisfied nor dissatisfied) feelings of satisfaction with their job. The cronbach's alpha was computed to assess how consistent the results were and the measurement scale was found to be reliable.

For inferential statistics, one way analysis of variance (ANOVA) was conducted to determine the existence of differences in the level of satisfaction among different groups of the demographic variables. The least squares tests were also carried out to determine the exact groups with different satisfaction level when compared to the others. The results indicate that differences exist amongst the different age groups (with older groups displaying feelings of satisfaction), marital status groups (with married groups displaying feelings of satisfaction) and educational status groups (with less educated groups displaying feelings of satisfaction) while no indication of difference in satisfaction level was observed where gender is concerned. These results and their implications are discussed in the next chapter.

## **CHAPTER 5**

### **DISCUSSION OF RESULTS**

#### **5.1 INTRODUCTION**

This chapter discusses the findings of the study as presented in the previous chapter. The results of this study will be interpreted and explained in line with the two main objectives outlined in the introductory chapter, namely:

- To measure the general satisfaction level of petrol attendants
- To establish if there is any significant difference in general satisfaction amongst petrol attendants falling within the different groups of the biographic variables (gender, age, marital status and level of education).

The last objective of the study, namely, making recommendations on those factors found to be contributing to job dissatisfaction among petrol attendants will be addressed in the last chapter.

#### **5.2 DESCRIPTIVE STATISTICS RESULTS**

The satisfaction results for different facets of the job contributing to general satisfaction of the respondents are discussed below in clusters presented as sources of satisfaction, sources of neutral feelings and sources of dissatisfaction based on similarity of responses.

##### **5.2.1 Sources of Satisfaction**

###### **a) Items which the sample was satisfied with**

There were three items from which the sample displayed levels of satisfaction. The three items are relationship with co-workers, accomplishment and social service.

i) Co-Workers

The level of satisfaction expressed for this item by 78.2% of the respondents could be the result of the social interaction that exists for these workers. Petrol attendants are not isolated by the nature of their work; in fact it calls for them to work together if they are to deliver an efficient and satisfying service to their customers. While working together relations are built between those work mates with compatibility. Muchinsky (1983) mentions that individuals will be satisfied with colleagues who see things the same way they do. Orpen (1981) asserts that research findings indicate a positive correlation between overall job satisfaction and pleasant interaction within a work group.

The other point of note is that the employees may be drawn closer together since the employer/employee relationship in this industry was found by Hadland (2002) to be an unhappy one. This may lead to the prevalence of collegial spirit among petrol attendants especially if they believe they are facing a common enemy.

ii) Accomplishment

A substantial number of respondents (92.4%) expressed satisfaction with this item probably because of successful completion of the task. Petrol attendants directly work with customers and as such are likely to get immediate feedback with respect to service rendered. It was noted that the growth of the market share of the oil company has been attributed to the 'serious about service' campaign they embarked on which has to be delivered by petrol attendants. The high service levels at the different service stations probably resulted in happy customers who impacts on the satisfaction of employees.

Relationship between employees and customers tend to develop through excellent service. Employees may end up attaching great importance to the satisfaction of their customers thus leading to the enjoyment of their tasks as success is achieved. Gruneberg (1979) indicates that the main point about success in relation to satisfaction is that it is success which is perceived as being of significance to the individual particularly in relation to self-esteem. Taking this into account, it could be that by serving their

customers well and socialising with them, petrol attendants are likely to experience increased feelings of self-esteem due to the rise in feelings of approval from customers.

**iii) Social Service**

The findings indicate that majority of the respondents (76.5%) derive satisfaction from helping other people and this findings are not surprising if the discussion on accomplishment above is taken into account.

Service stations are basically about service delivery. More often they find themselves dealing with cases of customers whose cars have run out of petrol and as a result turn to service station employees for assistance. Normally, customers either ask for attendants to get them an empty container for their petrol or even pushing the car from the roadside to the service station for re-fuelling. Some customers ask to park and leave their broken down cars overnight on the forecourt with the faith and expectations that the petrol attendants will watch over it. Asking petrol attendants for directions is a very common and typical social service example.

**b) Items which the sample was moderately satisfied with**

The sample was moderately satisfied with the following seven items:

**i) Activity**

Data revealed that 68.8% of respondents experienced moderate satisfaction with the ability to keep busy all the time. Keeping busy at work seems desirable as it means one is not left feeling bored due to lack of work. In this case however the results were understood to mean that the level of activity on the forecourt is too high as most service station forecourts are never without cars waiting to be served. This therefore translates to the high level of physical demand leading to their work becoming tiring thus reducing the satisfaction derived from the job.

#### ii) Independence

Moderate satisfaction was reported by 55.3% of the sample on the chance to work alone on the job. The job of petrol attendants allows them to either work independently or share tasks amongst themselves. When level of activity on the forecourt is high, workers have to attend to all the needs of the motorist by themselves meaning that they must be fast paced in order to service the car in the shortest possible time and attend to the one next in line. The ability to work fast becomes necessary in this case as motorists do not like to be kept waiting. The results therefore suggest that while petrol attendants do get an opportunity to work alone, they are only moderately satisfied with that opportunity as it demands more from them.

#### iii) Variety

With regards to variety, the petrol attendants' job entails guiding a customer to the available pump, greeting the customer with a warm smile and asking what his needs are. This is then followed by providing an efficient service by filling up the correct grade of petrol, checking oil and water, checking tyre pressure, cleaning customer's windscreen, collecting the correct amount for the petrol sold and returning the correct change (if there is any) to the customer and finally remembering to thank the customer and ask him to call back again.

There is some level of variety in their job depending on the customers' needs. Carrying out all these tasks alone help an attendant to experience task identity and meaningfulness of the job as suggested by the job characteristics theory. The expression of moderate satisfaction by respondents on this item suggests that while there is some level of variety, petrol attendants view it to be somewhat narrow and probably end up being repetitive. There is evidence to suggest that the greater the variation in the duties and tasks associated with a particular job and the less repetitive it is, the greater the satisfaction of the individual involved (Orpen, 1981).

#### iv) Social Status

Findings on social status reveal that 64.7% of respondents are moderately satisfied with the chances to be somebody in the community. The outcome of this item is somewhat

surprising and was not expected since there is a negative impression of petrol attendant as a career of choice. Different occupations have different level of status attached to them. Walsh (1975) cited in Washington, Feinstein and Busser (2003) mentions that societal influences have stigmatised the image of the food service industry leading to an impact on occupational status and employees' self-esteem. Given the negative impression of service station industry, Walsh (1975)'s statement cited in Washington et al. (2003) can therefore be extended to include petrol attendants.

It has been mentioned that the results obtained were not expected, this could be attributed to the translation error, which might have introduced different interpretation of the question.

v) Supervision – Technical

A total of 59.4% of the sample indicated moderate satisfaction with the competence of their supervisors to make decisions. These results could best be explained by Bassett (1994) when he mentions that while supervisors may generate high worker satisfaction through kindly and thoughtful leader behaviour, the satisfaction may be offset by the need to attend to real business and raise production output. This is because the supervisor assigned to restore productive discipline to a work group whose standards have slipped cannot avoid generating some dissatisfaction in re-establishing those standards. The net effect of this could therefore lead to moderate satisfaction results.

vi) Authority

A total of 55.3% of the respondents expressed moderate satisfaction on the chance to tell people what to do. As far as authority is concerned, petrol attendants appear to have opportunities to tell customers what to do on the forecourt, like on which island to go for re-fueling and possibly where to park their cars so that the forecourt is not crowded. Their moderate satisfaction with this aspect could be because if the customers are not taken into account, the opportunity to exercise authority is really left in the hands of supervisors and owner / manager.

Telling others what to do is likely to boost employees' self-esteem. A positive relationship is reported by Przestrzelski (1987) cited in Damane (1992) between decentralization at unit level and job satisfaction experienced by employees' and also that by expanding the individual's locus of control greater satisfaction is derived from the work done.

#### 5.2.2 Sources of neutral feelings

There was one item for which the sample was neither satisfied nor dissatisfied with and is described below.

##### i) Ability Utilisation

Since the job of petrol attendants does not require much skill to be performed, the findings are surprising as 55.3% of the respondents have matric and higher education qualifications and as such are considered to possess certain skills. It is therefore generally expected for people with skills to be dissatisfied if those skills are not utilised or improved upon. The neutral results are thus suggestive of individuals who perceive this job as a temporary stop along their life experiences, or until they land a so-called ideal or respectable job.

#### 5.2.3 Sources of Dissatisfaction

The level of dissatisfaction discussed in this section is divided into dissatisfaction and moderate dissatisfaction.

##### a) Items which the sample was dissatisfied with

There were three items for which respondents were dissatisfied with and are discussed below.

##### i) Advancement

The majority of respondents (69.4%) expressed dissatisfaction with the chances for advancement on this job. Promotion is reported to be positively associated with job

satisfaction (Locke, 1976; Orpen, 1981). Those individuals who perceive their chances of promotion to be high or who have had frequent promotions are found to be more satisfied than those who have received few or none at all or those who perceive their chances for promotion as limited. While Locke (1976) sees satisfaction with promotion as a function of the frequency of promotion in relation to what the individual desires as well as the importance of promotion to the individual, Orpen (1981) views it as a state of relative deprivation as perceived by the employee rather than his actual chances of promotion.

Orpen (1981) argued that if the individual considers the chances of promotion of everyone in his section to be low he is unlikely to be very dissatisfied even if his own chances are small however, if he perceives his own chances to be low as opposed to those of other individuals in his section, he is likely to experience dissatisfaction. Service stations as an organisation naturally has limited opportunities for advancement. Owing to the nature of the tasks prevalent at service stations, it is obviously not possible to offer promotions within this industry on a regular basis. Orpen (1981) points out that promotion can be given only when vacancies or openings occur. The problem with many dealers is that they do not prefer to give priority to promoting from within the organisation, but rather recruit outside for positions of cashiers and back office staff and this could be a source of dissatisfaction for petrol attendants.

## ii) Company Policies

A substantial number of respondents (71.2%) expressed feelings of dissatisfaction with the way company policies are implemented. The findings therefore raise the following questions:

- Are all personnel knowledgeable about policies related to promotions, pay, sick leave, family responsibility leave etc.?
- Are changes in existing policies clearly communicated to all members of staff?
- Are policies implemented in a fair and consistent manner to all employees?

It is possible that petrol attendants are dissatisfied because policies are not communicated to them, they are excluded from participation in the formulation of policies that impacts on them and that they feel management is not consistent in implementing those policies.

### iii) Compensation

A substantial number of respondents (83.5%) are most dissatisfied with their wages. Their feelings of dissatisfaction reflect the importance attached to wages as a form of reward. Their dissatisfaction must be viewed against the rate of inflation and the spiraling cost of living, considering the number of dependants these workers have. Most of these workers have three and more dependants and pay is therefore of primary importance to them. Bearing in mind that petrol attendants are blue collar workers whose lower needs have been found not be fulfilled by several studies, it is therefore not surprising that pay is perceived as the most important source of dissatisfaction, consistent with Moodley (1987) and Turner (1995)'s findings.

Another view on the aspect of pay is the principle of fairness in which the petrol attendants compare their rewards in accordance with the inputs they inject in their jobs. This is the essence of equity theory. Related to equity is the issue of expectations, based on what other workers similar to them receive. The average hourly rate of the participants was found to be R6.63 while the minimum prescribed rate is R6.73. Dealers can however, pay petrol attendants a rate above the prescribed minimum and if this is the case, it may very well be the source of dissatisfaction.

### b) Items which the sample was moderately dissatisfied with

The sample was moderately dissatisfied with the following seven items.

#### i) Supervision – Human Relations

There is evidence to suggest that individuals prefer working under supervisors who show warmth in interpersonal relationships, exhibit high degree of trust and are ready and willing to explain actions and listen to their subordinates (Orpen, 1981).

More than half of the respondents (53.5%) expressed moderate dissatisfaction with the way their boss handles his workers. Hadland (2002)'s findings indicate that the relationship between dealers and their staff was frail and an unhappy one, with many dealers expressing an inherent mistrust of their employees. Bassett (1994) indicates that

dissatisfied workers generally describe their supervisors in unfavourable terms. He mentions this reaction of workers as a statistical norm, the average. The moderate dissatisfaction findings in relation to this item could be explained in terms of the questionnaire translation error which possibly failed to clearly relate the term “boss” (from the statement: “The way my boss handles his workers”) either to the dealer / manager or to the supervisor. This therefore subjected the question to different interpretation by those respondents who self-administered the questionnaire as some might have understood the term to refer to the immediate supervisor while some might have understood it to refer to the dealer / manager

#### ii) Moral Values

The results showed that more than half of the respondents (54.1%) were moderately dissatisfied with the ability to uphold moral values by doing things that do not go against their conscience. The factors contributing towards dissatisfaction with this aspect could be that petrol attendants are often instructed to carry out duties like off-loading and packing stock items for the shop which falls out of their job description and as such feel exploited as they do not receive additional compensation for the extra work. Most respondents could be hiding their true feelings (dissatisfaction) because of fear of losing their job resulting in findings showing moderate dissatisfaction.

#### iii) Job Security

A total of 58.3% of the sample indicated moderate dissatisfaction with the way their job provides for steady employment. The industry is known for employing its workers on three to six months contract basis thus making it easy for employers to dismiss their staff just by not renewing the contract. Under such conditions extreme responses are expected. The reason the results indicate moderate dissatisfaction could be because most employees are not informed about the basic conditions of their employment. Once aware of the rights the basic conditions of employment affords them, extreme responses could result.

iv) Responsibility

Just over half of the respondents (51.8%) expressed moderate dissatisfaction with the degree of freedom they have to use their judgement on issues related to their work. An important element of responsibility is the mental challenge provided to the job incumbent as mentioned by Locke (1976) who also added that if the challenge is sufficiently great and is acceptable to the employee satisfaction should be stimulated. However, too much or too little challenge can lead to dissatisfaction. The reason for lack of extreme response in this case could be due to the lack of interest and involvement by the employees in their job.

v) Creativity

Exactly half of the respondents (50%) cited creativity as a source of moderate dissatisfaction. According to the MSQ creativity entails the chance for employees to try their own methods of doing things. Wandeit, Pierce and Widdowson (1981) cited in Damane (1992) reasoned that because employees expect to be able to exercise some discretion and choice over work methods but tend to be excluded from related policy decisions, feelings of career stagnation can occur. It is likely that respondents are dissatisfied because they are not participating in policy decisions with regard to the work methods, customer satisfaction tactics etc but decisions are made by owners / managers.

Lack of responsibility expressed by respondents is also likely to increase dissatisfaction with creativity. The reason for less extreme response for this item could be because respondents have lost hope in believing that anything can be done to improve the situation and that they have sort of accepted the prevailing work methods as a given.

vi) Working Conditions

The moderate level of dissatisfaction was expressed by 55.9% of the respondents. According to Arnold at al. (2004) these generally include such aspects as physical surroundings where work is performed, shift work, working hours etc. The poor quality of working conditions at service stations has been a long standing problem. Hadland (2002) in his study on safety of service stations reported risk and danger and shift work as

some of the factors contributing to poor working conditions. Shift work involves working extra hours beyond normal working hours (Orpen, 1981).

Ehlers (1991) revealed that although extra work means extra pay, it is disliked by personnel because of its disruptive effects on leisure and family activities. This study revealed safety as a single frequently mentioned reason by respondents who preferred to work day shift over night shift. The second single mentioned reason was convenience for personal responsibility.

The possible explanation for the moderate level of dissatisfaction with this item could be because the majority of the respondents (22.4%) were found to have only been employed for 0 – 6 months followed by 7 months to 1 year (19.4%). It is thus possible that the majority of these employees are still to experience the poor quality of working conditions as mentioned by Hadland (2002).

#### vii) Recognition

The majority of respondents (60%) were moderately dissatisfied with the lack of recognition or praise for doing a good job. Recognition in the context of this study should come from but not limited to employees' supervisors. The lack of recognition for services rendered by petrol attendants is thought of as lack of appreciation for their efforts by management as well as customers. The reckless behaviour of customers towards petrol attendants as mentioned by Hadland (2002) indicate their lack of recognition for valuable service petrol attendants render to the community.

Mullins (2005) emphasised that minimum wage employees cannot be satisfied or motivated by pay alone so recognising their effort in a form of praise can go a long way. Nolan, Nolan and Grant (1995) also highlighted the importance of praise as a form of recognition for a job well done for nurses. The results of this study suggest that petrol attendants might be getting only negative feedback from their superiors and that positive feedback or praise is not always given when it is due. Dissatisfaction with promotional opportunities expressed by the respondents is also likely to be linked with the perceived lack of recognition for their efforts.

The moderate dissatisfaction expressed by respondents could also be attributed to the fact that a number of employees are still relatively new and have not yet made sense of aspects like recognition.

#### 5.2.4 General Satisfaction Results

The study adopted a global view of job satisfaction reflecting a general or overall feeling of respondents with regard to their job ranging from very dissatisfied to very satisfied. Determination of general job satisfaction level requires that the job be analysed in terms of job facet satisfaction involving how people feel about various aspects of a job (Muchinsky, 1983). This study therefore adopted this approach, using twenty job facets of the MSQ

The results of the twenty MSQ facets yielded neutral feelings (neither satisfied nor dissatisfied) of general satisfaction for the sample. Judging from the lack of extreme responses to the MSQ scale, it is not surprising for the general job satisfaction of petrol attendants to exist in neutrality. The lack of extreme responses impacts on the general satisfaction results bearing in mind that general satisfaction is the sum of individual satisfaction facets. The results indicate that people have different feelings about different facets which contribute to the overall feeling about a job. They also indicate that workers can express dissatisfaction with certain facets of the job and still be satisfied generally or vice versa or be satisfied /or dissatisfied in moderation or only feel neutral about their job.

The reasons suggested in this study for the existence of satisfaction in neutrality are listed below:

- Petrol attendants could be lacking involvement in their job. Muchinsky (1983:319) emphasises that people who are highly involved in their jobs take their work seriously, and their feelings are strongly affected by job experiences, such individuals will feel very satisfied or dissatisfied with their jobs, depending on their degree of success on the job.

- It could be that petrol attendants were not sincere with their responses because of the nature of their relationship with their employers.
- Petrol attendants have retained low standing in the occupational status hierarchy. Such standing therefore has major implications in viewing being a petrol attendant as a career of choice. This could mean that petrol attendants are not interested in their jobs and are only viewing it as a temporary stop until they land a better job.

### **5.3 INFERENCE STATISTICS RESULTS**

One way analysis of variance (ANOVA) was conducted to test whether there is any significant differences in general satisfaction among different groups within a number of demographic variables such as gender, age, marital status and level of education. Where differences were found to exist, the least squares difference test was performed to establish exactly which group had different satisfaction level when compared to the others. The results obtained are thus discussed below.

#### **5.3.1 Gender and Job Satisfaction**

Results from ANOVA tests concluded that there is no significant difference between males and females with regard to general job satisfaction. A possible explanation for such results may be that most aspects of the job in this industry are regulated. Regulation in this case acts as a control for job facets normally reported as contributing to differences in satisfaction levels of males and females. For general satisfaction it is important to control for factors that may cause differences in facet satisfaction since general satisfaction is determined by the sum of satisfaction of different facets (twenty in this case). In the absence of control, significant differences in different facets will undoubtedly affect general satisfaction.

While studies that reported differences in the relationship between job satisfaction and gender tend to look at marriage as a source of conflicting responsibilities at work and at home amongst women, it is observed that majority of the subjects for this study are single. Even though they have numerous dependants, those dependants include people

like parents and siblings who are not working or children of siblings who passed away. In settings like these, women find themselves in a supportive family environment where it can be assumed that their parents or siblings take care of house chores thus taking away the role conflict these women would have experienced if they had dual career responsibilities.

### 5.3.2 Age and Job Satisfaction

Age and job satisfaction were found to be significantly related. One way analysis of variance was conducted on the two variables and revealed no differences from subjects falling between the ages of 18 and 40 who felt moderate feelings of job dissatisfaction. Respondents between the ages of 41 and 45 displayed neutral feelings followed by those between the ages of 46 and 50 with moderate feelings of satisfaction and lastly respondents over 50 years expressed feelings of satisfaction. The results therefore suggests that job satisfaction increases with age, where for this particular case, the age of 40 is seen as the defining point for negative feelings with this job. After this age subjects experience neutral feelings (41-45 years) which can be interpreted as a point where they are going through an adjustment phase, that is, adjusting to their job situation thus leading to the next phase where they are starting to accept their situation (between the ages of 46 and 50).

The least squared difference test showed that the older age group is satisfied than the younger groups. It could be that the older group has come to terms with circumstances of their jobs and have adjusted their expectations when compared to the younger groups. Assuming that the longer serving attendants mainly come from the older group then what is mentioned by Hadland (2002) puts the older attendants in a better position. Hadland (2002) mentions that dealers pay their long serving staff better rates and treat them differently as they are considered to be loyal. The service of the longer serving petrol attendants is also recognised by the oil company in an award ceremony where their travel and accommodation expenses are fully paid for. What the results highlight here with regards to the persistence of moderate levels of satisfaction and dissatisfaction is the earlier suggested reason that these workers lack involvement in their jobs and as such

their feelings are not strongly affected by their job experiences across all the different age groups.

### 5.3.3 Marital Status and Job Satisfaction

The one way analysis of variance reveals that there are differences between married and single individuals with respect to job satisfaction. The results of the mean scores indicate that single individuals are moderately dissatisfied with their job while the married individuals were found to be moderately satisfied. There was only one respondent who was divorced and his expressed satisfaction was close to that of married individuals. The least squared difference test was not carried out because of lack of representation for the divorced group meaning that comparison was between the two groups (single and married) of which differences have already been observed.

Job satisfaction is one aspect of feelings of satisfaction with life in general. It was reasoned that petrol attendants are not involved with their job, meaning that for them, work is not a central life interest. The moderate satisfaction displayed by the married individuals could mean that they derive satisfaction from their family lives which then impacts on their job satisfaction. This is the essence of the spillover hypothesis which states that satisfaction in one area spills over into the other area.

### 5.3.4 Educational Status and Job Satisfaction

One way analysis of variance results concluded that there are significant differences between the educational status groups with respect to job satisfaction. The mean scores reveal moderate level of satisfaction from the group with lowest educational qualifications. The moderate satisfaction level was found to decrease with increasing qualifications up to standard 9, beyond which dissatisfaction was expressed (that is, respondents with matric and beyond expressed moderate levels of dissatisfaction with their job). The results thus suggest an inverse relationship between educational status and job satisfaction.

The results of the least squared difference test show that the satisfaction level of respondents with matric and higher qualifications significantly differ from that of respondents with qualifications below matric. There was however no difference between those with matric and those with post matric qualifications.

High level of educational qualifications relates to skill and ability possession and individuals with skills and ability may be dissatisfied with jobs which do not allow for the application of their skill and this may be the case for those petrol attendants with matric qualifications and higher. Since educated people tend to have higher aims and aspirations, those petrol attendants with higher educational status probably view this job as a temporary stop until a better job comes their way. Comparing their position with that of other people with similar qualifications but better placed is likely to raise feelings of dissatisfaction with their jobs.

#### **5.4 CONCLUSION**

The results were discussed in accordance with the two main objectives of the study, of which the last objective will be addressed in the next chapter. The respondents expressed neutral feelings (were neither satisfied nor dissatisfied) with regard to general job satisfaction which was determined from the different facets of the job using the MSQ. The neutrality of the results was seen to have been affected by the lack of extreme responses to the different job facets. The interpretation of the lack of extreme responses was that petrol attendants are not job involved, hence their feelings are not strongly affected by their job experiences. A question of whether petrol attendants have an inherent fear to express feelings about their jobs was also raised given that the nature of their relationship with dealers was found by another study to be unhealthy.

The question of whether the difference in general satisfaction exists between different groups within the respective demographic variables was also discussed. With regards to gender, the non-existence of differences in general satisfaction between males and females was attributed to the fact that the industry was regulated (by the department of minerals and energy) as well as developments from the department of labour in terms of

employment conditions, which were seen to be controlling for variables that could cause differences.

As far as age is concerned, general job satisfaction was found to increase with increasing age. The younger group (18-40 years) expressed feelings of moderate dissatisfaction after which neutral feelings were observed from the next age group (41-45). As age increased (46-50 years), their feelings gradually changed from neutral to moderate satisfaction and ultimately the over 50's reflected feelings of satisfaction with their job. The implication of the results was that the older attendants were satisfied with their job when compared with their younger counterparts.

The existence of differences was observed between the married and the single individuals with respect to general satisfaction. Since satisfaction existed only in moderation and not in extreme terms for the married group, it was taken to mean that work is not a central life interest and as such, their satisfaction was still derived from their family lives.

Educational status was found to have an inverse relationship with general job satisfaction. The inverse relationship was explained in terms of high aims and aspirations possessed by better educated people. Since educated people possess certain skills and ability, they generally desire for those skills to be developed further through their job. Educated petrol attendants are generally likely to be dissatisfied when they compare themselves with other people holding similar qualifications but occupying jobs which are challenging and allow for the utilisation of their skills. Jobs which fail to utilise and develop acquired skills are likely to be dissatisfying. This suggests that the more one acquires education, the more dissatisfied they would get with their jobs if their skills are not utilised and developed.

Lastly, support for findings of this study was drawn upon results from other studies in the literature where possible. The next chapter looks at recommendations and conclusions.

## **CHAPTER 6**

### **RECOMMENDATIONS AND CONCLUSION**

#### **6.1 INTRODUCTION**

This study has attempted to measure the general job satisfaction of petrol attendants in Durban using the MSQ. The first two objectives of the study which are: the measurement of job satisfaction and establishing the existence of significant difference in general job satisfaction amongst petrol attendants within the different groups of the demographic variables were dealt with in the previous chapter. This chapter will focus on the last objective: to make recommendations on those factors which were found to contribute towards dissatisfaction of petrol attendants and conclude on the findings.

Overall, general satisfaction was found to be in moderation, a level which was influenced by results of the different job facets contributing to general satisfaction. Responses to the measurement scale varied, with respondents indicating happiness with certain items and feelings of unhappiness with other items. From the twenty MSQ items, only three items yielded satisfaction, seven items yielded moderate satisfaction, three items resulted in dissatisfaction, and seven items in moderate dissatisfaction. Recommendations of the study will therefore be based on the items that contributed either to moderate dissatisfaction or dissatisfaction, which are: advancement, supervision-human relations, moral values, job security, responsibility, creativity, working conditions, recognition, company policies and compensation

It can be seen that some of the above stated factors that led to job dissatisfaction among petrol attendants are what Herzberg et al. (1959) termed motivators and as such these results challenge the way factors were classified by the theory.

## **6.2 RECOMMENDATIONS FOR FUTURE RESEARCH**

The following recommendations are suggested for future research:

- The current study used a convenient sample of petrol attendants who were mainly assigned to day shift. The problem with this sample is that it is not representative, not only because of its lack of technical superiority associated with a random sample but also with regards to its homogeneity. A truly representative sample would be random in nature and comprise a number of dimensions associated with the population, like shift work.
- Extending the study to other locations could enable a comparative analysis (especially on gender composition, since females were found to be poorly represented in this area) and improve generality of the findings within this oil company.
- Attempts should be made to replicate these analyses in other oil companies. This could highlight trends within this sector and improve the generality of results on the entire sector.
- The present study did not account for the relationship between job satisfaction and tenure. On the basis of the empirical evidence on petrol attendants displaying short length of employment, future research should investigate the possibility of a relationship between job satisfaction, job involvement and organisational commitment amongst petrol attendants.
- The present study used the global approach to measure the satisfaction level of petrol attendants which was found to exist in moderation. It is therefore recommended that the study be replicated using facet approach to get a deeper understanding of those facets that contributed to dissatisfaction since people's feelings on different facets are masked by assessing only global satisfaction.

## **6.3 RECOMMENDATIONS RELEVANT TO THE STUDY**

It should be borne in mind that there is no single answer to the problem of job satisfaction. The answer is difficult given the many facets of the job contributing to

general satisfaction of employees. The findings of the study reveal that a number of job facets contributed to the existence of general job satisfaction / dissatisfaction among petrol attendants in moderation, the net effect of which was neither satisfied nor dissatisfied (neutral). It is thus necessary to strike a balance between facets of the job so that overall satisfaction can be improved and sustained. Recommendations are therefore based on the identified dissatisfaction areas that need attention as highlighted in the introductory section of this chapter.

#### 6.3.1 Job Facets that need attention

##### a) Moral Values

For dealers to ensure that employees are comfortable with the type of tasks they carry out, it is necessary that they have job descriptions for this particular position, which must be made available to the employee when being hired. The necessity for such a description stems out from the fact that in its absence, employees do not have realistic information and hence realistic expectations concerning their jobs. As such, undertaking tasks on the basis of instructions may strike them as being ordered around and lead them to feel they are doing things against their conscience.

Making expectations realistic is likely to have positive effects. Firstly, if it is clear to an individual that what he values from a job will not be met, then he will not join the organisation in the first place. Secondly, those who do join will, perhaps, pay more attention to the values which can be fulfilled.

##### b) Responsibility and Creativity

Being responsible involves an obligation by an employee to perform certain duties or make certain decisions and having to accept possible reprimand from the manager for unsatisfactory performance. Being responsible therefore, can to some degree be associated with the application of skill and job involvement. Training could help petrol attendants be involved in their job and lead them to become responsible, where out of their own accord could realise when their area of work (forecourt) is dirty and ensure that it is cleaned as well as the ability to move cars from the driveway to the parking bay without instructions so the driveway is free from obstructions.

The deeper outcome of job involvement could relate to the ability of petrol attendants to serve customers with minimal incidents. In certain service stations, there are high incidents of petrol attendants failing to place back a petrol cap after filling up a customer's car as well as mixing up of petrol grades when filling up for customers. Training could also help petrol attendants to be creative in relation to this type of job because the nature of the job is limited in scope and as such cannot accommodate most of their natural talents.

c) Supervision-human relations

Interventions aimed at increasing levels of job satisfaction with regard to this item should focus on changes in management style. Change in management's communication approach and attitude towards his employees is of great importance. For example, instructions given to petrol attendants could be given in such a way as to explain the purpose and meaningfulness of tasks in terms of the organisation's overall goal. Management should be accessible to employees so that communication channels are kept open. This will help management to be aware of existing grievances and attend to them in time while simultaneously giving management a platform to keep petrol attendants informed about the company's performance as well as several issues related to the industry. Informing petrol attendants about industry issues such as stipulated minimum wage and benefits available under workplace compensation will help give them realistic expectations of their wages.

d) Company Policies

Company policy, normally translated into rules, plans and procedures can help reinforce the main functions of the organisation and make for consistency where disciplinary actions, promotions, recruitment and shift allocations etc. are concerned. The issue of consistency with disciplinary action for instance is important to ensure that it is understood that it is the case that is being judged and not an individual. This will make employees realise that they are all subjected to an equal and fair treatment.

Additional to disciplinary action, issues of importance for this study that the company policy should address are:



➤ Recruitment procedures

Hadland (2002) mentions that petrol attendants are often hired off-the street. While it is acknowledged that recruiting in this industry could prove difficult and time consuming, it is noted that recruiting through employee referrals appear better than other forms. However, this does not have to discount the standard procedure like background and referral checks of recruits.

➤ Giving priority to promotion from within the organisation

By their very nature, service stations have limited opportunities for advancement, which is a source of dissatisfaction to many petrol attendants. Firstly they are flat in structure and secondly are mostly run as family business. To the individual, promotion could involve more than recognition of achievement but can also involve increase in financial reward and status. It therefore follows that in this situation, wages cannot be regarded purely as a hygiene factor but is related to status and recognition; the more one is financially rewarded, the greater is the recognition for his service in the organisation. From the above it therefore follows that when an opportunity for a better job is available, petrol attendants be given preference for the position as a way of recognising their service in the organisation. Again, for this to be possible, training is important so that the newly promoted employee is able to cope with the demands of his new job. It must be noted however that should the promotion from within be implemented, the policy must reinforce consistency and just.

e) Compensation

Although salary is an essential part of any job, Smither (1998) mentions that its relationship to satisfaction depends on a variety of factors. The two factor theory suggests that salary is a hygiene factor and not as motivating as the work itself. Judging from the results of the study, it is difficult to believe that petrol attendants are not motivated by the wages they earn. Mullins (2005) states that where there is little pleasure in the work itself or where the job offers little opportunity for advancement, personal challenge or growth, many people may appear motivated primarily, if not exclusively, by money. Petrol

attendants are minimum wage workers who get paid per hour at a rate of R6.73 in urban areas and R5.81 for rural areas and their wages are a source of dissatisfaction.

Following the findings of Laabs (1996), that it is often difficult to attract, retain and motivate minimum wage workers on pay alone, the study recommends that dealers offer supplementary benefits for their employees including transport, food and allowance for late night or weekend shifts. Dealers should also have a performance appraisal system where direct cash rewards for above performance can be earned. The oil company can also increase their service promotional activities involving petrol attendants so that those scoring high on service can earn bonuses or prizes. A common policy on tipping needs can also be communicated to the general public and agreed upon.

The greatest contribution in finding a better solution to increase the minimum wage for petrol attendants can be made by the department of minerals and energy. The department should find ways to unravel the price structure of petrol, making way to increase the retail profit margin offered to dealers who are currently only making 46.9 cents from a litre sold. This can help make way for the introduction of merit pay based on factors other than performance, but those including cost of living, working conditions and tenure.

#### f) Recognition

The response to this item suggest that the good work that petrol attendants do is not recognised but are just expected to carry on with it. It has been mentioned already that it is often difficult to attract, retain and motivate minimum wage workers on pay alone. It has also been mentioned that opportunities for promotion within an organisation, which is a form of external recognition for a relatively successful job performance are very limited, if not there.

Praise, therefore, has the effect of increasing an individual's self-esteem and also gives feedback on job performance as to how he is progressing. Feedback on job performance is essential if an individual is to have a chance of modifying his attitude and behaviour in light of his past performance. Since petrol attendants were found to be satisfied with their supervisors, it is recommended that dealers take advantage of this opportunity and

entrench within the supervisors a spirit of recognising excellence through praise. This has a potential of being effective since petrol attendants' satisfaction with the competence of their supervisors could be a reflection of respect for their supervisors, therefore praise tends to be meaningful if it comes from someone respected.

**g) Working Conditions**

It is clear that generally speaking the working conditions of petrol attendants are poor. Some of the conditions indicated in the literature which have not been discussed here include: working hours, lack of staff facilities for petrol attendants, verbal abuse by customers and safety. The following improvements on working conditions of petrol attendants are suggested:

➤ **Working Hours**

Petrol attendants tend to work long and awkward hours, leaving them with no time to attend to personal matters. It is therefore recommended that dealers adhere to the 45 working hours per week as stipulated by the department of labour. This will allow petrol attendants time to rest and attend to personal issues. It is noted that some petrol attendants are willing to work long hours in an effort to supplement their wages. This fact necessitates the recommendations made under compensation, so that their wages are brought to some reasonable level thus affording them time out of work.

➤ **Lack of staff facilities for petrol attendants**

While most oil company owned service station have acceptable facilities for petrol attendants, there are those without adequate facilities for their members of staff. It is therefore recommended that minimum standards for staff areas be introduced and enforced. The standards enforced should include: adequate ventilation, lighting, temperature control and sanitation. It is also recommended that labour inspectors make it a habit to visit service stations so to make enforcement effective.

#### ➤ Safety

A job that involves risk or danger can result in higher stress levels. When someone is constantly aware of potential danger he is exposed to, he is forever fearful. It is generally known that service stations carry lots of cash and as such are exposed to robberies. It is therefore recommended that those dealers who still transport their own cash, start making use of cash management services. Although cash management services themselves are subjects of high risk, they in a way reduce the risk factor at service stations. The ultimate solution however, will come from implementations of cashless payment systems.

In the meantime, relevant and well designed safety training can help individuals to better deal with their fears and reduce the stress levels associated with being exposed to physical danger

#### 6.3.2 The Role of the Oil Company

Over and above the recommendations made above, the oil company can assist in the betterment of the situation. They can do this firstly by rethinking their vision, so that it is extended to include the employees of their service station network. After all, these are the very people representing their brand in their customers' mind and are the point of contact for their customers. Contributing towards the development of the petrol attendants can therefore never be seen as a waste but as an investment especially when deregulation kicks in.

Seeing that the oil company is better resourced than its service stations, their greatest contribution should be towards addressing the training needs of petrol attendants. The training needs of petrol attendants can be addressed through the introduction of petrol attendants' workshops and leadership camps where people skills, safety and general skills development will be addressed.

The other area in which the oil company can lend a hand is in the monitoring and evaluation of occupational health standards that must be conducted on a regular basis. It

will be in its own interest to ensure that the facilities of their entire network are within the expected standards. They should therefore provide strategic assistance that would enable adequate inspections and adherence of the occupational health standards.

The oil company has already started recognising their long serving petrol attendants, that is, those with twenty years service with a particular service station. Twenty years is however seen to be too long a time taken to recognise those petrol attendants which are loyal to their companies. To get majority of petrol attendants involved, it is therefore recommended that the company keep the twenty year service award as an ultimate recognition but introduce regional performance awards dedicated to petrol attendants who are high performers

#### **6.4 CONCLUSION**

The results of this study have shed some light on certain important factors relating to job satisfaction with special reference to the petrol attendants. More so, the data collected was able to answer questions pertinent to this study as specified below:

- Are Petrol Attendants satisfied with their job?
- Is there a difference in job satisfaction among the respective biographic variables?

The clear demonstration of the complexities surrounding satisfaction and personality variables such as age, marital status and education add significance to the accepted notion that satisfaction is not a uni-dimensional variable.

Job satisfaction has two components which are complex and varied. The first relates to the job itself, involving a complex inter-relationship of tasks, responsibilities, incentives and rewards. The other is the person whose interactions composed of values, needs, abilities, motivations and personality traits, thereby causing affective reactions within the individual. The interactions therefore lead to job satisfaction regarded as an emotional response directed to one's mental processes.

A compounding factor in this already complex interaction is the issue of aspirations for material accumulations. This probably is reflected by pay as the most lowly scored job facet, which in turn (along with other factors) led to the general satisfaction level to be observed only in neutrality. The need for higher or better pay suggests that the petrol attendants' lower order needs are still dominant.

Some of the factors that led to job dissatisfaction among petrol attendants are what Herzberg et al. (1959) termed motivators. According to Herzberg et al. (1959) motivators need to be in place if employees are to feel satisfied but their inadequacies do not lead to dissatisfaction. The results of the study agree with House and Wigdor (1967) cited in Moodley (1987) that intrinsic job factors are more important to both satisfying and dissatisfying events. Hygiene factors like co-workers were found to contribute towards the attendants' satisfaction thus supporting the study cited in Schultz et al. (2003) that unskilled workers seemed to derive their job satisfaction from hygiene factors. The results thus highlight the inherent weakness of the theory as providing a frame of reference for the explanation of behaviour (perhaps of unskilled workers) within organisations and also contribute to the pool of research which refutes this theory.

An improvement of the dissatisfying factors will contribute immensely to the general satisfaction of petrol attendants. It could be beneficial if dealers can also motivate petrol attendants for reasons other than financial rewards, such as improved skills and knowledge through training which could lead to feelings of personal growth. When petrol attendants are nurtured, supported and provided with what they need to remain inspired and enthusiastic on the forecourt, the customers as well as the company will be the beneficiaries.

Since petrol attendants may be shaped in part by the workplace conditions, focusing on workplace conditions is therefore a feasible way to improve their satisfaction. A safe working environment, improved wages and involved customers can be connected with high levels of satisfaction.

Finally, the results, within the context of the sample for the study, also highlighted that as far as biographic variables are concerned, there is no difference between males and females with regard to satisfaction. Differences were found to exist between age groups, with the older group experiencing moderate levels of job satisfaction when compared to the younger groups. In addition, differences were also found to exist between the married and single individuals as well as the different educational status groups, whereby the lower educated group was found to have moderate levels of job satisfaction which decreased with increased level of education.

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**University of Kwa-Zulu Natal (UKZN)  
Graduate School of Business (GSB)**

**Request for Permission to conduct an Academic Study on your petrol attendants at  
your site**

**An Investigation into the Job Satisfaction of Petrol Attendants**

---

Researcher:	Vivian Mashile	Supervisor:	Mervyn Naidoo
Tel:	(031) 906 9251		(031) 260 7563
Fax:	031) 907 2626		(031) 260 7561
Cell:	082 475 9752		082 721 3926

Job satisfaction is seen to be an indicator of a person's psychological well being or mental health and some psychological authors believe that it is unlikely that a person who is unhappy at work will be happy in general. This belief indicates the possibility of job satisfaction impacting on one's life satisfaction probably due to the amount of time one spends at work. This project therefore aims to measure the job satisfaction level of Petrol Attendants, a construct, which is held to be related to performance, absenteeism and turnover. The study will offer Petrol Attendants an opportunity to reflect on aspects of their job, which they find satisfying/dissatisfying and provide a valuable information to dealers considering not much on Petrol Attendants has been documented in the literature.

**Objectives of the study**

- To measure the general satisfaction level of Petrol Attendants
- To establish if there is any significant difference in general satisfaction of petrol attendants falling within the different groups of the biographic variables (gender, age, marital status and level of education).
- To make recommendations on those factors found to be contributing to dissatisfaction among petrol attendants.

**Benefits of the Study**

The benefit of this study is to enable dealers/managers to keep in touch with employees' feelings, views and perceptions about their companies by providing an overall measure of employee satisfaction. This is important since there is a very close link between customer and staff satisfaction. The satisfaction measurement obtained can help dealers identify those motivational areas that need attention so as to improve the overall efficiency of employees (as it is believed that satisfied employees are high performers) resulting in additional value for customers.

The instrument used to measure the job satisfaction is the standard Minnesota Satisfaction Questionnaire (MSQ) which has been used for decades in satisfaction studies and is attached for your perusal.

Should you have any questions regarding this study, do not hesitate to contact the researcher or the supervisor of this project. Please confirm your approval by signing the attached approval letter and communicate such approval with the researcher on the details provided above.

## **APPROVAL LETTER**

I -----(full names of dealer/manager) of -----  
(name of service station) hereby confirm that I understand the contents of this document  
and the nature of the research project, and thus grant the researcher approval to conduct  
such research on my staff.

DEALER'S SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

**Inyuvesi yakwaZulu -Natali  
Isikole Sokuqeqeshelwa Amabhizinisi**

**Imvume yokubamba iqhaza kulolu cwaningo**

**Ukucubungula ngokwaneliseka kubasebenzi abasebenza emagaraji**

**Umcubunguli: Vivian Mashile (PGDBM)(UND), BSc Civil Engineering (UDW)**

**Umeluleki : Mervyn Naidoo**

Ukwaneliseka emsebenzini kubukeka kuyinkomba yomuntu ophilile ngokomcabango noma ophilayo ngokwengqondo. Abanye abacwaningi bezengqondo bakholwa ukuthi umuntu ongajabulile emsebenzini akakwazi ukujabula empilweni yonke, lenkolelo itshengisa ukuthi ukunganeliseki kungaba nomphumela omkhulu empilweni ngenxa yesikhathi esikhulu asichitha emsebenzini. Ngayo leyondlela sizama ukulinganisa izinga lokwaneliseka kubasebenzi basemagaraji, sisebenzisa loluhla lwemibuzo ukubona ukuthi iziphi izinto ezibanelisayo emsebenzini nezingabanelisi. Inhlalo yaloluhla lwemibuzo izonikeza ithuba kubasebenzi ukuthi baveze ukuthi bazizwa kanjani emsebenzini abawenzayo, ngokunjalo babuye baveze izinto abagculiseke ngazo kanye nalezo abangagculisekile ngazo. Ukubamba iqhaza kulolu cwaningo kuzovumbulula (kuzoveza) kubonakalise umsebenzi wakho okugculisayo ngokunjalo kusize umqashi wakho ukuba enze isimo sibe ngcono, ngokuba athuthukise lezo zindawana ezwa ukuthi azikugculisi. Ukhethiwe ukuba ubambe iqhaza kulolu cwaningo ngoba imvume itholakale kumqashi wakho. Loluhla lwemibuzo luzokuthatha imizuzu eyisikhombisa kuya kweyishumi (7-10) ukuyigcwalisa.

**Izikhathi zokulusebenzisa ucwaningo**

Ulwazi olunikezwe ababambe iqhaza kulolu cwaningo luzogcinwa luvikelekile, lube yimfihlo futhi luzosetshenziswa yithina kuphela. Akukho zingxenywe zolwazi ezizosetshenziswa abanye noma lusetshenziselwe inzuzo. Ababambe iqhaza kulolu cwaningo abazokuvezwa emsakazweni noma emaphephandabeni, umphumela kulolu cwaningo luzogcinwa endaweni ephephile bese lushatshalaliswa emva kwesikhathi esiwunyaka.

Uphendula ngokuzinikela uma ubambe iqhaza kulolu cwaningo, ngokunjalo ababambe iqhaza bazoba nemvume yokukhishwa ohlweni lababambe iqhaza ocwaningeni noma ngasiphi isikhathi. Abazinikele ngothando bayoba nayo imvume yokuyeka ukubamba iqhaza ocwaningweni noma ngasiphi isikhathi. Ukubamba iqhaza kulolu cwaningo akukuphoqi ukuba ubambe iqhaza ngocwaningo oluzayo. Akukho nkokhelo eyoba khona

ekubambeni kwakho iqhaza kulolu cwaningo. Ngeke kube khona nzuzo noma ukulahlekelwa kuwena kangoba uma ubambe iqhaza kulolu cwaningo ngeke uthole ukuphathwa kangcono kunabanye.

**Uma enemibuzo mayelana nalolu cwaningo fonela labantu abalandelayo:**

Vivian Mashile: Umcwaningi

Ucingo :031-9069251

Isikhahlamezi:031-9072626

Umakhalekhukhwini: 0824759752

Mervyn Naidoo: Umeluleki

031-2607563

031-2607563

0827213926

### **Izwi lokufakazela**

Mina.....(amgama agcwele kobambe iqhaza)  
Ngiyavuma ukuthi ngiyayizwa yonke into ebhaliwe kulencwadi kanye nohlobo  
locwaningo futhi ngiyaqinisekisa ukuzibandakanye nalolucwaningo. Ngiyazi ukuthi  
nginelungelo lokuyeka ukubamba iqhaza nanoma ngasiphi isikhathi uma ngifisa.

Ukusayina kobambe iqhaza

Usuke

.....

.....

**University of Kwa-Zulu Natal (UKZN)  
Graduate School of Business (GSB)**

**Consent to Participate in a Research Study**

**An Investigation into the Job Satisfaction of Petrol Attendants**

Investigator: Vivian Mashile (PGDBM(UND), BSc Civil Engineering(UDW)

Supervisor: Mervyn Naidoo

Job satisfaction is seen to be an indicator of a person's psychological well being or mental health. Some psychological authors believe that it is unlikely that a person who is unhappy at work will be happy in general. This belief indicates the possibility of job satisfaction impacting on one's life satisfaction probably due to the amount of time one spends at work. We are therefore exploring and attempting to measure the level of job satisfaction of Petrol Attendants using the attached questionnaire which you are requested to complete. The purpose of this questionnaire is to give you a chance to tell **how you feel about your present job**, what things you are **satisfied** with and what things you are **not satisfied** with. Your participation in this study will therefore unearth aspects of your job which satisfies/dissatisfies you and help dealers create a better working environment by improving those areas you feel dissatisfied with. You are chosen to participate in this study because of the approval obtained from your company. The questionnaire will take you approximately 7-10 minutes to complete

**Terms of Use**

Information provided by participants will be kept secure, strictly confidential and will solely be used by us. No portions of information will be shared or sold for commercial purposes. Participant's identity will not be disclosed in reports or publications resulting from this study and information derived from this study will be kept safe and destroyed after one year.

Participation is voluntarily and you have the right to request removal from the research participants' list at any time. Volunteers also have the right to decline from participating in this research at any time for any reason without being disadvantaged. Participation in this study is once off and does not obligate you to participate in future research. There will be no financial gains or costs to you as a result of participating in the study and you will not receive preferential treatment for participation in this research study.

If you have any questions about this study, you can contact the following people:

Researcher: Vivian Mashile  
Tel: (031) 906 9251  
Fax: (031) 907 2626  
Cell: 082 475 9752

Supervisor: Mervyn Naidoo  
(031) 260 7563  
(031) 260 7561  
082 721 3926

## DECLARATION

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: \_\_\_\_\_

## Appendix 4

## Questionnaire – Demographics: Zulu Version

### Isigaba A

#### Imilando yabantu abahlukene

Imibuzo eminingi ezobuzwa kulesisigaba imaqondana nemvelaphi yakho. Lokhu kuzongisiza ukuthi ngiqhathanise phakathi kwamaqembu ehlukene abasebenzi basemagaraji labo abazogwalisa loluhla lwemibuzo.

#### Qaphela lokhu:

- Lonke lolu lwazi ozolunikeza kuloluhla lwemibuzo luyimfihlo.
- Tshengisa impendulo okuyiyona ngokubeka uphawu oluyisiphambano endaweni oyinikeziwe ukugwalisa (x) ulwazi oludingekayo.

#### 1. Ubulili

Owesilisa		1
Owesifazane		2

#### 2. Ubudala ngokweminyaka

Iminyaka ewu 18_ 25		1
Iminyaka ewu 26_ 30		2
Iminyaka ewu 31_ 35		3
Iminyaka ewu 36_ 40		4
Iminyaka ewu 41_ 45		5
Iminyaka ewu 46_ 50		6
Iminyaka ewu 50 kuya phezulu		7

#### 3. Imininingwane yokushada

Ongashadile		1
Oshadile		2
Owehlukanisile		3
Oshonelwe		4

#### 4. Abantu abathembele kuwe

Akekho (0)		1
Oyedwa kuya kwababili (1-2)		2
Abathathu kuya kwabane (3-4)		3
Abahlanu kuya phezulu (5+)		4

### 5. Izinga lemfundo onalo

Isigatshana sokuqala kuya kwesibili		1
Ibanga lokuqala kuya kwelesithathu		2
Ibanga lesine kuya kwelesihlanu		3
Ibanga lesithupha kuya kwelesishiyagalolunye		4
Umatibula etsheni		5
Amaqhuza emva kukamatibula etsheni. Isibonelo: Isitifiketi noma iqhuza lemfundo ephakeme (Chaza kabanzi)		6

### 6. Umholo/umvuzo ngesonto (singakafakwa isikhathi esengeziwe sokusebenza ngokunjalo kungakabanjwa lutho)

Inani lemali	Isibonelo: R260-00
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### 7. Ulwazi onalo lokusebenza egaraji

Izinyanga eziyisithupha kumbe ngaphansi kwalokho (0-6)		1
Izinyanga eziyisikhombisa kuya onyakeni (7izinyanga - 1 unyaka)		2
Ngaphezu konyaka owodwa kodwa ngaphansi kweminyaka emibili (1 <sup>+</sup> - 2)		3
Ngaphezulu kweminyaka emibili kodwa ngaphansi kwemithatu (2 <sup>+</sup> - 3)		4
Ngaphezulu kweminyaka emithathu kodwa ngaphansi kwemihlanu (3 <sup>+</sup> - 5)		5
Ngaphezulu kweminyaka emihlanu kodwa ngaphansi kweyishumi (5 <sup>+</sup> -10)		6
Ngaphezulu kweminyaka eyishumi kodwa ngaphansi kwengamashumi amabili (10 <sup>+</sup> - 20)		7
Ngaphezu kwamashumi amabili (20 <sup>+</sup> )		8

**8. Inani lezinkampani oke wasebenza kuzo njengomsebenzi wasegaraji**

Eyodwa (1)		1
Ezimbili kuya kwezintathu (2- 3)		2
Ezine kuya kwezinhlanu (4-5)		3
Ezinhlanu kuya phezulu (5 <sup>+</sup> )		4

**9. Isikhathi osusisebenzile kulenkampani okuyona.**

Izinyanga eziyisithupha kumbe ngaphansi kwalokho (0-6)		1
Izinyanga eziyisikhombisa kuya onyakeni (7izinyanga - 1 unyaka)		2
Ngaphezu konyaka owodwa kodwa ngaphansi kweminyaka emibili (1 <sup>+</sup> - 2)		3
Ngaphezulu kweminyaka emibili kodwa ngaphansi kwemithatu (2 <sup>+</sup> - 3)		4
Ngaphezulu kweminyaka emithathu kodwa engaphansi kwemihlanu (3 <sup>+</sup> - 5)		5
Ngaphezulu kweminyaka emihlanu kodwa ngaphansi kweyishumi (5 <sup>+</sup> -10)		6
Ngaphezulu kweminyaka eyishumi kodwa engaphansi kwengamashumi amabili (10 <sup>+</sup> - 20)		7
Ngaphezu kwamashumi amabili (20 <sup>+</sup> )		8

**10. Inkampani yakho isebenza kanje:**

Amashifu amabili (amahora ayishumi nambili 12)		1
Amashifu amathathu (amahora ayisishiyagalombili 8)		2
Amanye, chaza		3

--	--	--

### 11. Iyiphi ishifu oyisebenzayo

Eyasekuseni		1
Eyasemini		2
Eyasebusuku		3

### 12. Iyiphi ishifu oyithandayo

Eyasekuseni		1
Eyasemini		2
Eyasebusuku		3

### 13. Isizathu sokuthanda leshifu

Umholo uphezulu		1
Ngithola ithuba lokugcina izinto zami		2
Umsebenzi awumningi kakhulu		3
Iphephile		4
Okunye (Chaza)		5

**SECTION A****DEMOGRAPHICS**

In this section a number of questions are asked about your background. This will allow me to make comparisons between the different groups of Petrol Attendants who will complete this questionnaire.

**NOTE:**

- (a) All information given in this questionnaire is confidential.  
 (b) Please indicate the most appropriate answer by means of a cross in the space provided and by filling in missing information where you are expected to specify.

**1. Sex**

Male		1
Female		2

**2. Age in years**

18 - 25 years		1
26 - 30 years		2
31 - 35 years		3
36 - 40 years		4
41 - 45 years		5
46 - 50 years		6
50 years and above		7

**3. Marital Status**

Single		1
Married		2
Divorced		3
Widow/Widower		

**4. Dependants**

None		1
1-2		2
3-4		2
5+		4

**5. Educational Qualifications**

Sub A - Sub B		1
Std 1 - Std 3		2
Std 4 - Std 5		3
Std 6 - Std 9		4
Matric		5
Post Matric Qualifications e.g Certificate/Diploma or Degree (Please Specify)		6

**6. How much is your basic weekly wages (without overtime and before deductions?)**

Wages	e.g. R260-00
-------	--------------

**7. Working Experience as Petrol Attendant in years**

0 - 6 months		1
7 months - 1 year		2
1+ - 2 years		3
2+ - 3 years		4
3+ - 5 years		5
5+ - 10 years		6
10+ - 20 years		7
20+ years		8

**8. Number of Companies worked for as a Petrol Attendant**

1		1
2 - 3		2
4 - 5		3
5 and above		4

**9. Length of Employment with Current Company**

0 - 6 months		1
7 months 1 year		2
1+ - 2 years		3
2+ - 3 years		4
3+ - 5 years		5
5+ - 10 years		6
10+ - 20 years		7
20+ years		8

**10. Your Company Operate on a**

Two 12 hour shifts		1
Three 8 hour shifts		2
Other (please specify)		3

**11. Shift Currently Assigned to**

Morning shift		1
Day Shift		2
Night Shift		3

**12. Shift Preferred**

Morning shift		1
Day Shift		2
Night Shift		3

**13 Reasons for Shift Preference**

Higher rates of pay		1
Convenient for personal responsibilities		2
Less work load during this shift		3
Safety		4
Other (please specify)		5

**Isigaba B      Uhla lwemibuzo yokweneliseka (Minnesota)**

- ❖ Inhlalo yaloluhla lwemibuzo izonikeza ithuba kubasebenzi ukuthi baveze ukuthi bazizwa kanjani emsebenzini abawenzayo, ngokunjalo babuye baveze izinto abagculiseke ngazo kanye nalezo abangagculisekile ngazo.
  - ❖ Ezimpendulweni zakho kanye nezabanye abantu abafana nawe siyethemba ukuthi uzothola ukuchazeleka noma ukwazi okungcono ngezinto abazithandayo kanye nabangazithandi ngomsebenzi wabo.
  - ❖ Ekhasini elilandelayo uzothola okubhaliwe mayelana nomsebenzi owusebenzayo njengamanje.
  - ❖ Funda isitatimende ngasinye ngokuqaphela.
  - ❖ Thatha isinqumo ngokuthi uzizwa kanjani ngomsebenzi wakho bese ukuchaza ngokukubhala.
  - ❖ Gcina okubhalile engqondweni.
- 
- Uma uzwa/ubona ukuthi umsebenzi wakho ukugculisa kakhulu; khetha isitatimende esithi: **nganelisekile kakhulu.**
  - Uma uzwa/ubona ukuthi umsebenzi wakho uyakugculisa khetha isitatimende esithi: **nganelisekile.**
  - Uma uzwa/ubona ukuthi umsebenzi wakho owusebenzayo awukacabangisisi ukuthi uyakugculisa noma qha khetha isitatimende esithi: **uphakathi naphakathi**
  - Uma uzwa/ubona ukuthi umsebenzi wakho awukugculisi khetha isitatimende esithi: **anganelisekile**
  - Uma uzwa/ubona ukuthi umsebenzi wakho awukugculisi kakhulu khetha isitatimende esithi: **anganelisekile kakhulu.**

Khumbula ukugcina isitatimende sakho engqondweni uma uthatha isinqumo ngokuzwayo mayelana nomsebenzi wakho.

	Anganelisekile kakhulu	Anganelisekile	Ngiphakathi naphakathi (angizazi)	Nganelisekile	Nganeliseke kakhulu
1. Ukuhlale ngimatasata sonke isikhathi.					
2. Ithuba lokusebenza ngedwa emsebenzini wami.					
3. Ithuba lokuhlukanisa izinto isikhathi ngesikhathi.					
4. Ithuba lokuba utho emphakathini.					
5. Indlela umphathi wami abaphatha ngayo abasebenzi bakhe.					
6. Ikhono lomphathi weshifu ekwenzeni izinqumo.					
7. Ukukwazi ukwenza izinto ezingaphambene nonembeza wami					
8. Indlela umsebenzi wami onginika ngayo umsebenzi ogcwele.					
9. Ithuba lokwenzela abanye abantu izinto.					
10. Ithuba lokutshela abantu ukuthi yini okufanele bayenze.					
11. Ithuba lokukwazi ukwenza izinto ezenza ngisebenzise ikhono lami.					
12. Indlela yezinqubo zenkampani ezenziwa ngayo.					
13. Inkokhelo kanye nobungako bomsebenzi engiwenzayo.					
14. Ithuba lokuba nenqubekela phambili nomsebenzi wami.					
15. Inkululeko yokukwazi ukusebenzisa umbono wami					
16. Ithuba lokuzama izindlela zami zokwenza umsebenzi.					
17. Ukusebenza ngaphansi kwezimo ezithize.					
18. Indlela esixhumene ngayo nozakwethu.					
19. Izincomo engizitholayo ngokwenza umsebenzi wami omuhle.					
20. Umuzwa engiwuzwayo ngobuciko engibutholayo emsebenzini.					

## Appendix 7 Minnesota Satisfaction Questionnaire – ENGLISH VERSION

### SECTION B MINNESOTA SATISFACTION QUESTIONNAIRE

The purpose of this questionnaire is to give you a chance to tell **how you feel about your present job**, what things you are **satisfied** with and what things you **are not satisfied** with.

On the basis of your answers and those people like you, we hope to get a better understanding of the thing people **like and dislike their jobs**.

On the next page you will find statements about your **present job**.

Read each statement carefully.

Decide **how satisfied you feel about the aspect of your job** described by the statement.

Keeping the statement in mind:

- If you feel that your job gives you **more than you expected**, check the box **under “Very Sat.”** (Very Satisfied);
- If you feel that your job gives you **what you expected**, check the box under **“Sat.”** (Satisfied)
- If you **cannot make up your mind** whether or not the job gives you what you expected, check the box under **“N”** (Neither Satisfied nor Dissatisfied);
- If you feel that your job gives you **less than you expected**, check the box under **“Dissat.”** (Dissatisfied)
- If you feel that your job gives you **much less than expected**, check the box under **“Very Dissat.”** (Very Dissatisfied).

Remember keep the statement in mind when deciding **how satisfied you feel about aspect of your job**.

Do this for all statements. Please answer **every item**.

**Be frank and honest.** Give a true picture of your feeling about your **present job**.

Ask yourself: How **satisfied** am I with this aspect of my job?

**Very Sat.** means I am very satisfied with this aspect of my job

**Sat.** means I am satisfied with this aspect of my job.

**N** means I can't decide whether I am satisfied or not with this aspect of my job.

**Dissat.** means I m dissatisfied with this aspect of my job

**Very Dissat.** Means I am very dissatisfied with this aspect of my job.

**On my present job, this is how I feel about...**

Very Dissat   Dissat   N   Sat   Very Sat

1. Being able to keep busy all the time
2. The chance to work alone on the job
3. The chance to do different things from time to time
4. The chance to be somebody in the community
5. The way my boss handles his/her workers
6. The competence of my supervisor in making decisions
7. Being able to do things that don't go against my conscience
8. The way my job provides for steady employment
9. The chance to do things for other people
10. The chance to tell people what to do
11. The chance to do something that makes use of my abilities
12. The way company policies are put into practices
13. My pay and amount of work I do
14. The chances for advancement on this job
15. The freedom to use my own judgement
16. The chance to try my own methods of doing the job
17. The working conditions
18. The way my co-workers get along with each other
19. The praise I get for doing a good job
20. The feeling of accomplishment I get from the job



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11 DECEMBER 2006

MS. V MASHILE (9407159)  
MANAGEMENT STUDIES


Dear Ms. Mashile

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/06839A

I wish to confirm that ethical clearance has been granted for the following project:

"An investigation into the job satisfaction among petrol attendants"

Yours faithfully

  
MS. PHUMELELE XIMBA  
RESEARCH OFFICE

cc Faculty Office (Cheralyn Terblanche)  
cc Supervisor (Mervyn Naidoo)

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