

**UNIVERSITY OF KWAZULU-NATAL**

**Factors influencing employee job satisfaction and commitment:**

**A case study at ChemSystems**

**By**

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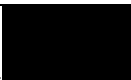
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## **Abstract**

Job satisfaction and organisational commitment have been widely researched by several researchers due to the effects on the employees and ultimately on the organisational performance as a whole. The historically and present literature on job satisfaction and organisational commitment has demonstrated that these concepts are related to each other and they depend on several factors. The factors related to job satisfaction include environmental and personal factors whereas those affecting organisational commitment relate to various types of commitment as those described in Meyer and Allen theory of organisational commitment.

The purpose of the study was to investigate factors influencing job satisfaction and commitment at ChemSystems. This was conducted by using a quantitative research survey approach which included the distribution of a questionnaire to 140 ChemSystems employees throughout South Africa. A random sampling method was used to select the participants and out of the 140 employees selected for the study, only 46 employees responded to the questionnaire and that gave a response rate of approximately 33%. To collect data, a structured questionnaire with closed-ended questions were distributed to the participants. A correlation analysis method was used to examine the relationship between the overall job satisfaction, demographics and facets of job satisfaction factors. Similarly, the relationships between the overall organisational commitments, elements of organisational commitment, demographics as well as the facets of job satisfaction. The findings of the study revealed that, in general, ChemSystems employees had moderate levels of both job satisfaction and organisational commitment. Additionally, gender and length of employment (tenure) had an insignificant correlation with the overall job satisfaction whereas the remaining demographics (ethnicity, marital status, and geographic location) had significant relationships. Furthermore, the correlation results indicated a significant relationship between the facets of job satisfaction and the overall job satisfaction with contingent rewards yielding the highest correlation while the “nature of work” had the least correlation. Finally, organisational commitment was also tested against demographic factors and the results revealed that marital status was the only demographic factor that had a significant correlation with the overall organisational commitment. The study concludes by recommending that the human resource department should implement and/or develop strategies aimed at improving commitment of employees and in particular those that relate to remuneration.

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# **CHAPTER 1: INTRODUCTION AND BACKGROUND**

## **1.1 INTRODUCTION**

The ever increasing competition and dynamic nature in the business world for skilled employees and other resources has presented many challenges for organisations. Some of these challenges include but are not limited to increasing or maintaining productivity in order to keep up with competitors. Furthermore, when organisations experience these challenges they need their employees to execute them, and hence an employee's well-being becomes a critical component of this process. One of the attributes that is closely linked to the well-being of employees is job satisfaction. An employee who is satisfied with their job conducts their duties well and becomes committed to the job as well as the organisation they work for. Hence, it is important for an organisation/employers to understand the factors that affect their employees' job satisfaction level and ultimately their commitment to the organisation. Several researchers such as Mitonga-Monga, Flotman and Cilliers (2018) have found a positive association between job satisfaction and organisational commitment. In other words, the researchers found that when an employee is satisfied with their work then they subsequently tend to be committed to the organisation.

This study was conducted on all employees at ChemSystems (excluding directors) throughout South Africa. During the period when the investigation was conducted, ChemSystems had 215 employees in total. The 215 employees included both permanent and temporary workers and for this study, all workers irrespective of their employment status were requested to participate. ChemSystems is an organisation that belongs to the AECI group and it has five divisions that serve various markets. These markets include paper and leather, industrial and mining, construction and refractory, foundry and timber, and consumer specialty. The company's chemicals benefit the customers by improving their processes, thereby improving both the life span of customers' equipment as well as improving the customers' final product. Moreover, the company manufactures and sells its chemicals to the markets mentioned above through the sales personnel employed by the company. The majority of sales personnel are based at the customer sites and some are based at both the regional offices throughout South Africa as well as at the head office in Johannesburg.

This chapter provides an introduction and the background of the study. Firstly, the problem statement for the study is provided. Thereafter, the focus of the study is explained. The research objectives, research questions, both dependent and independent variables are then highlighted. The chapter concludes by discussing the limitations of the study.

## **1.2 BACKGROUND**

As mentioned above, ChemSystems has five business units and some have been successful in their respective markets whereas some still face challenges. The company (ChemSystems) has implemented various initiatives in an attempt to improve the overall financial performance of the company and these initiatives include but are not limited to such as cost cutting, product reformulations in order to improve the overall financial performance of the company. Moreover, ChemSystems strives to double its gross profit in 2019 and as mentioned already, with the majority of these business units still not profitable, one of the areas that the company has not paid much attention to is their workforce, particularly the factors influencing the job satisfaction and commitment. Yusof, Misiran and Harun (2014:86) also suggested that it is important to “determine the level of satisfaction in order to enhance company’s growth and development”.

Due to its (job satisfaction and commitment) critical influence on the success of the organisation, numerous studies have been undertaken to understand the aspects of job satisfaction and organisational commitment. Moreover, these studies were also done in order to quantify each component of job satisfaction as well as that of organisational commitment in relation to how each aspect affects employees’ productivity. That is, the aspects of job satisfaction as well as those of commitment are relevant to the well-being of employees and job performance and hence an employee becomes more engaged and committed to their job. These aspects include but are not limited to leadership and social relationships, the level of pay, level of benefits, as well as the standard of working conditions (Singh & Jain, 2013). It is believed that when employees are happy, they become more satisfied with their jobs and ultimately committed to the organisation (Hanaysha & Hussain, 2018). Singh and Jain (2013:105) suggested that “employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives”. Furthermore, this

suggests that an employee who has a sense of personal wellbeing in relation to work would be expected to work harder, be more productive and be more satisfied which in turn could be beneficial to organisations.

According to Unutmaz (2014), there are several factors that influences employees' level of job satisfaction and commitment. These comprise but are not limited to environmental and personal factors. Environmental factors are those factors which are linked with the work environment and/or the work itself whereas personal factors are those associated with individual characteristics and attributes.

Lastly, numerous organisations such as those experiencing challenges of financial improvements as well as organisations facing high staff turnover or those organisations that seek to keep their workforce can benefit from this investigation. This study may also be used by other chemical suppliers/organisations in the chemical manufacturing sector; however, care must be taken as this investigation consist of individual opinions from a single organisation.

### **1.3 PROBLEM STATEMENT AND JUSTIFICATION OF THE INVESTIGATION**

Several investigations on the factors that influence job satisfaction and commitment have been conducted locally and internationally, however, there is limited information about how these two items impact the chemical manufacturing industry. ChemSystems has faced financial challenges in the past and currently still faces these challenges as some of its divisions/business units still continue to perform poorly. In the past recent years, ChemSystems has made several interventions aimed at improving the financial performance such as implementing new and innovative ways to reduce costs. These initiatives include, among other things, sourcing of cheaper raw materials, merging some of its business entities, consolidating some of its business functions into one central entity that serve all the company's business units/divisions. However, while the organisation has implemented these initiatives mentioned above, there is still little focus on its workforce, particularly on factors that affect their employees. These factors include those that affect employee job satisfaction and commitment at ChemSystems. Moreover, these factors mentioned above affect employees' productivity level which ultimately affects the organisation's performance (financially). It is for this reason that an investigation is needed to identify factors influencing

employee job satisfaction as well as organisational commitment with the aim of maintaining and/or improving the level of these factors in order to assist ChemSystems to achieve its financial growth in the near future.

#### **1.4 AIM OF THE STUDY**

This study examined the factors that influence job satisfaction and organisational commitment at ChemSystems. The study also aimed to establish whether the relationship exists between job satisfaction and organisational commitment specifically to employees at ChemSystems. It is expected that the study will assist ChemSystems to identify major underlying factors that influence job satisfaction and commitment, thereby assisting ChemSystems to develop systems aimed at addressing deficiencies (if they exist) related to these items. For instance, if the survey indicates that the majority of employees at ChemSystems feel that the organisation does not appreciate the amount of work they do, then ChemSystems should develop programmes that will specifically address that problem. The literature on the subject of job satisfaction and organisational commitment indicate that one of the most commonly used strategies to improve these items include (but not limited) to remuneration, promotion opportunities and reward system.

#### **1.5 OBJECTIVES OF THE STUDY**

- Objective one: Investigate demographic factors influencing employee job satisfaction at ChemSystems.
- Objective two: Investigate demographic factors influencing employee organisational commitment at ChemSystems
- Objective three: Examine variables that ChemSystems' employees consider as major determining factors with respect to job satisfaction.
- Objective four: Examine variables that ChemSystems' employees consider as major determining factors with respect to organisational commitment.

- Objective five: Make recommendations and develop strategies aimed at improving employee commitment towards the organisation and thereby ensuring that ChemSystems retains and/or develops loyalty of its employees in the organisation.

## **1.6 RESEARCH QUESTIONS**

- Which demographic factor(s) have a major influence on employee job satisfaction at ChemSystems?
- Which demographic factor(s) have a major influence on organisational commitment at ChemSystems?
- Which facet(s) of job satisfaction do ChemSystems employees consider important with regard to how they rate their level of job satisfaction?
- Which element(s) of organisational commitment do ChemSystems employees consider important with regard to how they rate their level of commitment in the organisation?

## **1.7 DEPENDENT VARIABLE(S)**

According to Sekaran and Bougie (2013:69), a dependent variable is the one of “primary interest to the researcher”. This means that a dependent variable is the one that is influenced by other that need to be investigated and hence Sekaran and Bougie (2013:69) suggested that this variable is “the one that lends itself for investigation as a viable factor”. Therefore, organisational commitment is a dependent variable for this study since it is affected by job satisfaction. Masindi (2015:4) suggested that “committed employees accept and believe in the goals and values of the organisation”. Furthermore, this implies that these employees tend to put additional effort to make sure that the organisation meets its targets or goals, and they demonstrate a strong willingness or desire to continue working for the organisation. Hence, it is key to measure the level of employee commitment since it will provide the overview of how committed the company’s employees are to the organisation.

## **1.8 INDEPENDENT VARIABLES**

Job satisfaction and demographic factors were the only independent variables for this study. Moreover, the research concentrated on investigating the underlying factors which influence job satisfaction. The study further examined how job satisfaction factors as well as the demographics factors affect the employees' commitment to the organisation.

## **1.9 FOCUS OF THE STUDY**

According to Sekaran and Bougie (2013:240), population “refers to the entire group of people, events, or things of interest that the researcher wishes to investigate”. That is, it is a group of people, events, or things of interest for which the researcher wants to make inferences (based on sample statistics). Therefore, the target population of this study included all employees of ChemSystems at various levels in the hierarchy but excluded the top management, i.e. All company directors were excluded in the study.

## **1.10 LIMITATIONS OF THE STUDY**

The sample of the study was relatively low in relation to other studies conducted in similar fields. Also, some of the respondents were reluctant to answer certain questions contained in the research questionnaire. This type of study is also rarely conducted in the same industry, hence it would be more ideal to involve more organisations in a similar field in order to be able to generalise the findings. Lastly, even though the letter attached in the questionnaire stated that the respondents' information will be kept confidential, some of the respondents were reluctant to disclose any sensitive information to the researcher.

## **1.11 RESEARCH OUTLINE**

The outline of the research is provided in Table 1.1.

**Table 1. 1: Structure of the study**

<b>Chapter</b>	<b>Description</b>
<b>Chapter 1</b>	This chapter indicates the intention of the study which was to investigate factors influencing employee satisfaction and commitment at ChemSystems. This chapter also describes the research problem, justification of study, research objectives, research questions, dependent and independent variables, and limitations of the investigation.
<b>Chapter 2</b>	This chapter covers the review of literature which provides the overall explanation of both job satisfaction as well as organisational commitment. This is followed by a detailed discussion of theories behind these concepts as well as highlighting factors the influence these concepts. Lastly, a theoretical framework for the study is developed and thereafter the research hypotheses are developed.
<b>Chapter 3</b>	This chapter discusses the research methodology for the study. The chapter includes highlighting the aim of the study, research design, data collection method, research questionnaire, statistical tools used for analysing data, reliability and validity test, and ethical consideration.
<b>Chapter 4</b>	This chapter presents the outcomes of the data collected. This data which was analysed using statistical tools is presented in order to make meaning of the results. These results are presented to demonstrate variations in demographics of participants, the relationship of both job satisfaction and organisational commitment with demographics, the association between job satisfaction and organisational commitment. Lastly, the facets of job satisfaction as well as elements of organisational commitment are also correlated.
<b>Chapter 5</b>	This chapter gives the interpretation and discussion of results obtained from Chapter 4. These results are then used to explain the research objectives.
<b>Chapter 6</b>	This chapter includes a summary of the findings for this study as well as recommendations for improving employee organisational commitment. Also, the chapter concludes by giving limitations as well as proposals for future research.

## **1.12 CHAPTER SUMMARY**

The chapter provided introduction, background, as well as the problem statement of the investigation. This was followed by the detailed explanation and justification of the investigation as well as the purpose of the study. In addition, the research objectives, research questions, dependent and independent variables, and the focus of the study were also presented. Lastly, the chapter concluded by explaining the limitation of the study that was conducted as well as its implications.

The following chapter, Chapter 2, focuses on the literature review of job satisfaction as well as organisational commitment, the connection between the two items as well as the underlying theories related to both concepts. The chapter concludes by presenting a conceptual framework developed for the current study as well as providing a summary of the chapter.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 INTRODUCTION**

This study aimed to determine the factors influencing job satisfaction as well as organisational commitment at ChemSystems. The investigation also aimed at establishing the connection between job satisfaction and organisational commitment. The chapter also presents all the literature reviewed on this topic and it is divided into four segments. The first segment provides a description of the concept of job satisfaction, the second segment deals with the concept of organisational commitment, while the third segment explains the connection between these concepts. Lastly, the fourth segment presents the theoretical framework developed for the study.

### **2.2 JOB SATISFACTION**

In most organisations, employees are the most important resource and they represent a good investment provided they are satisfied with their jobs (Tabassum, Khan, Sherani &Khan, 2016). According to Frempong, Agbenyo and Darko (2018), job satisfaction is important to both the employers and employees. That is, job satisfaction helps employees to improve their lives with regard to “security and fulfilment which leads to employee’s commitment, loyalty and reduces labour turnover in the long run”, whereas to the employer, job satisfaction guarantees “employee’s commitment, stable workforce and labour productivity to reduce the cost of hiring and training as well as improving the organisational performance” (Frempong *et al.*, 2018:96). The concept of job satisfaction has been researched by several authors, researchers as well as scholars and many of these people have different approaches in defining this concept. One of the mostly widely used definitions of job satisfaction is by Locke (1976), who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences”. Also, according to Spector (1997), job satisfaction can be defined as a measure of an employee’s pleasure with their job, irrespective of whether they like their job or not and this includes whether they like individual aspects or facets of their jobs such as the nature of the work or fringe benefits. On the other hand, Suki and Suki (2011:4) referred to job satisfaction as an “affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated or

deserved”. Furthermore, Suki and Suki (2011:10) suggested that job satisfaction may vary from one person to another depending on what they expect versus what they receive, which means an employee “has higher or lower levels of job satisfaction because they have lower or higher expectations and greater or less ability to satisfy them”. Also, according to Oshagbemi (2000), job satisfaction refers to an emotional response that occurs as a result of the interaction between the employee’s values concerning his/her job and the profits he/she gained from his/her job. Man, Modrak, Dima and Pachura (2011:8) also shared similar views as they defined “job satisfaction as a general expression of workers’ positive attitudes built up towards their jobs”. In other words, this definition imply that “job satisfaction is the extent to which people like or dislike their jobs” (Aziri, 2011:77-78).

The research on the subject of job satisfaction suggests that a person may like or dislike their job based on two factors, namely extrinsic and intrinsic (Rose, 2001). Extrinsic factors are those factors associated with both the nature of the tasks performed by workers as well as the satisfaction with the position, whereas intrinsic factors are related to one’s job (Chatzoglou, Vraimaki, Komsiou, Polychrou & Diamantidis, 2011). From the above definitions, it is clear that job satisfaction has different meanings to various people, based on what they expect in comparison to what is available. Moreover, in the organisational work environment, numerous theories have been suggested concerning the concept of job satisfaction. These theories include “belief (cognition) and action (physical)” which according to Khan, Khan, Nawaz and Qureshi (2010) are either emphasised or prioritised as important in the workers’ attitudes of job satisfaction. Therefore, these theories are discussed in detail in the next paragraph.

### **2.3 THEORIES OF JOB SATISFACTION**

A number of researchers around the world have conducted extensive work on job satisfaction. According to Aydogdu and Asikgil (2011:43), “job satisfaction refers to an attitude that individuals have about their jobs”. They also described job satisfaction as a person’s positive or negative feelings about their jobs. Therefore, based on these definitions, job satisfaction is influenced by the perception of individuals about their jobs. Furthermore, this means an individual can have a negative, neutral or positive attitude toward their job. According to Man et al. (2011:8), “Workers

maintain an attitude towards their jobs as a result of diverse features of their job, social status that they've gained about their jobs and experiences in their job environment". For instance, if the economic benefits, the social status, the job's own specific characteristics and the job expectations of employees meet employees' desires then there is job satisfaction.

Singh and Jain (2013) claimed that there is a close connection between job satisfaction and organisational concepts such as motivation, leadership and attitude, to mention a few. In most research studies, the authors usually use theories of motivation to explain the concept of job satisfaction. According to Chatzoglou et al. (2011:132), motivation refers to the "forces that are responsible for the direction and the level of the efforts an individual puts into his work". They further elaborated that these theories of motivation are divided into two main structures, namely content theories and process theories. Unutmaz (2014) explained that content theories relate to identifying factors leading to job satisfaction or dissatisfaction. Moreover, content theories suggest that employees become satisfied with their jobs when their jobs provide a need for growth and self-actualisation. Furthermore, the content theories described above include Maslow's needs hierarchy theory, Alderfer's ERG theory, Herzberg's two-factor theory and McClelland's need theory (Unutmaz, 2014). In contrast, Unutmaz (2014:10) described process theories as those that try to describe the relationship between job satisfaction variables and explained job satisfaction by considering "how well the job meets one's expectations and values". These theories consist of but are not limited to Vroom's expectancy theory, Adam's equity theory, Locke's goal-setting theory and job characteristic theory (Sahito & Vaisanen, 2017).

According to Kaur (2013), the association between job satisfaction and motivation exists mainly because a motivated employee is highly productive in their job. Therefore, motivational factors play a vital role in increasing employees' job satisfaction and ultimately improve organisational effectiveness (Thiagaraj & Thangaswamy, 2017). That is, motivated employees are the most valuable asset in any organisation as they help to create value for an organisation with respect to revenue growth and business strengthening. Hence, it is worthwhile to investigate how the motivational theories impact employees with respect to how they view/feel about their jobs.

## 2.3.1 Content theories

### 2.3.1.1 Maslow's needs hierarchy theory

One of the relevant motivational theories mentioned above is the needs hierarchy theory. This theory was discovered by a clinical psychologist named Abraham Maslow in 1943. Maslow's study was based on personal judgment and he theorised that people have five needs that are activated in a particular order of importance. Moreover, according to Kaur (2013:1062) "these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues". Therefore, based on Maslow's theory, people would not function as "healthy individuals or well-adjusted individuals" if they operate in an environment in which their needs are not fulfilled. In other words, these needs are stimulated in a particular order based on their level of importance. That is, the need in the next level is activated when a certain type of need below it is fulfilled or satisfied. In addition, using Maslow's theory of needs in relation to motivation, "a need can never be fully satisfied but a need that is almost fulfilled does not contribute to motivation" (Kaur, 2013:1062). Hence it is important to know where the person is on the hierarchy of needs pyramid in order to motivate them. This hierarchy of needs pyramid is demonstrated in Figure 2.1 below.



**Figure 2.1: Diagram illustrating Maslow's Hierarchy needs theory.**

Source: Adapted from Jerome (2013)

Figure 2.1 above illustrates the needs in their order of importance. The bottom needs in the triangle need to be fulfilled before proceeding into other needs on a higher level (Shahrawat & Shahrawat, 2017). This theory makes an assumption that needs can be arranged in a particular manner from the lowest to the highest. Based on Maslow's theory of needs, the highest priority need in the pyramid is the physiological need and the lowest priority need is self-actualisation. According to Francis and Kritsonis (2006), the explanation for this ranking is that physiological needs takes the highest priority because other higher-level needs will not emerge to motivate behavior if physiological needs are not reasonably satisfied. The components of Maslow's theory are described below.

Physiological needs or basic needs: These are the basic needs that people require in order to survive and these include food, shelter, and water among other things. In other words, if any of these needs is missing then a person would want to fulfil it or be motivated to obtain it before considering the needs in the next level, as shown in figure 2.1 above. According to Kaur (2013), organisations can assist their workers with physiological needs by providing them with adequate incentives to keep their employees healthy both mentally and physically. Moreover, the thinking behind this is that "any hungry employee will hardly be able to make much of any contribution to his or her organisation" (Kaur, 2013:1062). Even though some research findings support Maslow's theory of needs, some findings do contradict his findings. For instance, when Aming'a (2016) investigated the influence of physiological needs on academic performance in Kenya, he found that Maslow's theory of hierarchy of needs did not fully explain why some pupils who were physiologically deprived still ended up performing better in examinations. Also, in another study similar to Aming'a (2016), Abdulrahman and Hui (2018) investigated the implications of motivational theories on teachers' performance in Tanzania and they found that most teachers were less motivated in terms of physiological needs.

Security or safety needs: Once the physiological needs are fulfilled then a second level of need is activated. Martin and Joomis (2007:73) described safety as the "feeling that people get when they know no harm will happen to them, be it physically, mentally, or emotionally". According to Kaur (2013), the rationale behind this need is that employees do the jobs without fear or harm if the working environment is free of harm. Therefore, Abdulrahman and Hui (2018:50) suggested that an organisation should provide "job security to its employees and make them feel safe from any kind of risk, they should be treated equally with fairness". Furthermore, Kaur (2013) claimed that

one of the important safety needs is financial security. Also, Kaur (2013) suggested that in order for organisations to make their employees financially secure, the organisations need to involve them in profit sharing of the organisation.

**Affection or belonging need:** After the needs of both physiological and safety are satisfied then a third level of needs emerges, and these involve needs for love, affection and belongingness. Aruma and Hanachor (2017:21-22) referred to this type of need by stating that when people from several communities feel safe and secured sufficiently in an environment they tend to “feel the need to identify and belong to a social organisation of family, community as well as community based organisation among others in the society”. Based on Maslow’s explanation as cited by Jerome (2013:42), people pursue these needs in order to “overcome feelings of loneliness and alienation”.

**Esteem need:** Esteem need is the fourth level need which is classified into two types, namely self-esteem and esteem derived from others (Shahrawat & Shahrawat, 2017). According to Shahrawat and Shahrawat (2017), self-esteem stems from internal feelings of worthiness and adequateness based on the confidence and feelings of being secure inside in a person, whereas external esteem is based on all characteristics of how others think and react to people. Aruma and Hanachor (2017:22) explained that people tend to look for “self-respect, reputation, recognition, self-worth, status” to mention a few in their respective social groups in various societies when they have achieved both their social/affection and belonging needs. Adiele and Abraham (2013:142) pointed out that when esteem needs are satisfied, a sense of competence results; however, if they are not satisfied then it produces “feelings of helplessness and inferiority”.

**Self-actualisation need:** This is the highest level need and “it deals with the desire of people to develop their talents and potential that are hidden in them in the society” (Aruma & Hanachor, 2017:22). Essentially, this type of need implies that a person may “become what they are capable of becoming” and Shahrawat and Shahrawat (2017) described such people as those that are concerned with personal growth, tend to be self-aware, less concerned with the opinions of others and interested in fulfilling their potential.

Maslow’s hierarchy of needs theory was extended by Herzberg who developed the two-factor theory. Furthermore, both Maslow and Herzberg theories have similarities as they propose that personal needs should be fulfilled for the employee’s to be motivated. Herzberg theory is discussed further in the subsection below.

### ***2.3.1.2 Herzberg's two-factor theory***

Herzberg's theory was developed after Maslow's hierarchy theory of needs. The main focus of this theory was the work itself as the primary foundation for job satisfaction. According to Herzberg's views, job satisfaction is influenced by two factors and these consists of intrinsic (motivators) and extrinsic (hygiene) factors. Intrinsic factors refer to the factors that will increase an employee's job satisfaction while extrinsic factors are those that prevent any employee's dissatisfaction (Yusoff, Kian & Idris, 2013). Intrinsic factors include aspects of job satisfaction such as the work itself, recognition, achievement and career advancement, to mention a few, while extrinsic factors comprise aspects such as work environment, company policy, supervision, interpersonal relations, security, supervision and salary (Velmurugan & Sankar, 2017).

Based on HangTan and Waheed's (2011) views, the key point to be noted from Herzberg's research was that he perceived both the "motivation and hygiene factors to be separated into two different dimensions affecting separate aspects of job satisfaction". Traditionally, hygiene factors are viewed as those factors that do not lead to job satisfaction on their own but rather prevent dissatisfaction when they are fully catered for in the work environment, while on the other hand, motivators are the "real factors that motivate employees at work" which provide satisfaction (Dartey-Baah & Amoako, 2011:2). For instance, a study by Chu and Kuo (2015) on determining the level and impact that hygiene and motivation factors have on job involvement found that both hygiene and motivation factors did have a positive and significant effect on job involvement. In contrast, Nanayakkara and Dayarathna (2016:27) investigated the application of the Hertzberg theory on non-executive level employees in supermarkets and they found a negative correlation between motivators and turnover intention, specifically hygiene factors that were found to be "more affective for the turnover intention than motivators". Again Hilmi, Ali and Nihal's (2016) study also found that both hygiene factors and motivation factors contribute to satisfaction and they stressed that hygiene factors were more satisfying factors in the high school teachers group they surveyed. However, Ruthankoon and Ogunlana (2003) found contradicting results when they tested the Hertzberg theory among engineers and foremen in the construction industry in Thailand. They found that achievement contributed to satisfaction for engineers while it contributed to both dissatisfaction and satisfaction for foreman and hence they concluded that the Hertzberg theory is not entirely applicable to the construction industry in Thailand.

Based on these studies above, the application of the Herzberg theory on different people from different cultural, occupation background yields different results and hence it important to investigate this theory in the manufacturing environment. Lastly, as mentioned above, Maslow's hierarchy of needs theory was re-examined by several theorists, psychologist etc. and one of these psychologists is Clayton Alderfer's. Alderfer's re-examined Maslow's hierarchy of needs theory and developed the ERG theory which is discussed further in the subsection below.

### 2.3.1.3 Alderfer's ERG theory

According to Caulton (2012:2), Alderfer's ERG theory is a "motivational construct concerned with understanding the factors that contribute to individual human behavior". As demonstrated in Figure 2.2 below, the three main categories of Alderfer's ERG theory are existence needs, relatedness needs and growth needs (Thiagaraj & Thangaswamy, 2017).



**Figure 2.2: Diagram illustrating Alderfer's ERG needs theory**

Source: Ntisa (2015)

Existence needs are the basic needs necessary for existence and these consist of all forms of material, physiological and safety needs such as food, shelter, job etc. (Muin, Kristina, Prabandari & Satibi, 2019).

Relatedness needs on the other hand consist of all needs that involve individuals' desire to maintain satisfactory relations with others (Muin et al., 2019). Growth needs involve individuals need to grow, develop competence and realise full potential through self-actualisation (Muin et al., 2019).

Alderfer reformulated Maslow's hierarchy of needs theory in an attempt to improve it by allowing more flexibility of movement among human needs through the reduction of levels and permitted flexibility in the order of the needs (Govindaraju, 2018). Unlike Maslow's hierarchy of needs theory, Alderfer's ERG theory suggests that human needs should be fulfilled concurrently and not follow any specific order (Hossain & Hossain, 2012). In other words, this suggests that higher needs in the hierarchy can be fulfilled without having to meet lower needs first. Moreover, Alderfer's ERG theory claims that a human can have more than one need active at the same time, hence focusing completely "on one need at a time" does not "effectively motivate changes in a human behavior" (Chennamaneni, 2012:67). Alderfer argued that once a lower need is fulfilled then there is an increased desire to satisfy a higher order need (Anyim & Chidi, 2012). Also, if this higher order need is not satisfied then an individual may desire lower level needs which indicates that more than one need may operating at the same. However, Osabiya (2015:68) claimed that workers who have challenges to fulfil a higher need become frustrated and regress to the "lower level need". For instance, in circumstances where both existence and relatedness needs are fulfilled but growth needs are staged, an employee becomes frustrated and relatedness needs re-emerge as a motivation-dominating source (Osabiya, 2015).

Therefore, Govindaraju (2018) suggested that managers need to develop an appropriate climate in the working environment in which employees can operate to their full potential because failure to do this, could lead to employee frustration and that could ultimately result in increased dissatisfaction, poor performance as well as increased turnover intention from the organisation. Finally, both the ERG theory and the McClelland's theory of needs share the same views that a lack of needs causes employees to behave in a certain way. McClelland's theory is discussed next.

#### ***2.3.1.4 McClelland's theory of need***

Sahito and Vaisanen (2017:211) described McClelland's theory of needs as the theory that is concerned with "individual needs and environmental factors, which combine to form three basic human motives". These human motives are the need for achievement, need for power and need for

affiliation, as shown in Figure 2.3 below. Also, in comparison to Maslow's hierarchy of needs, this type of theory does not see a worker's needs as following a specific sequence through which the worker moves.



**Figure 2.3. Diagram illustrating McClelland's theory of needs**

Source: Ntisa (2015)

Employees who have a high need for achievement like to excel in what they do and they usually avoid situations that have both high and low risks (Nawaz, Khan, Khan Saif & Jan, 2012). In other words, these employees view tasks that are easily accomplished as not a real achievement, whereas they view high risk task as those that are attained by chance rather than their effort (Osemeke & Adegboyega, 2017). Therefore, these employees prefer their tasks to be moderate in terms of success, where they can take personal responsibility in finding solutions to the problems (Schüler, Sheldon & Fröhlich, 2010). Thereafter, these employees prefer receiving feedback on their performance in order to improve and develop themselves further (Schüler et al., 2010). Ultimately, these employees become satisfied with their jobs upon realising improvements in how they conduct their task rather than achieving them by chance (Acquah, 2017).

According to Anele, Isaiah and Dickson (2018), the need for power refers to a desire to control, influence or be responsible for other people and this means it is the ability of an individual to make

others behave in a way that they would not have otherwise done. Hall and Royle (2012:26) characterised these people as those that like to be “competitive, status- driven situations, and actively seek the trappings of status”. Also, Osemeke and Adegboyega (2017:169) described people with high need for power as those that have a “desire to influence, teach, or encourage others”. According to Rohs and Anderson (2001), there are two aspects of power that individuals with a high need for power seek. The first one is described as a “negative one that is concerned with having one’s way by dominating and controlling others”, while the second one relates to “social or institutional, which emphasizes the skills of persuasion and inspiration to help people achieve, attain happiness and learn” (Rohs & Anderson, 2001:43). The research conducted around this type of power shows that the expression of power needs has a mixed effect on how others are perceived (Murray, 1938 as cited in Andersen, 2018). For instance, in an organisation, employees may react negatively towards leaders with high power needs while others such as clients of the organisation may view them more positively (Andersen, 2018).

Acquah (2017:13), described the need for affiliation as “establishing, maintaining, or restoring a positive affective relationship with another person and this relationship is most adequately described by the word friendship”. Ramlall (2004:55) views people with a high need for affiliation as those individuals that choose to spend more time “maintaining social relationships, joining groups, and wanting to be loved”. However, Jha (2010: 382) claimed that people with a need for affiliation are not the most “effective managers or leaders because they have a hard time making difficult decisions without worrying about being disliked”. Finally, social recognition and affiliation with others make these individuals to become motivated.

## **2.3.2 Process theories**

### ***2.3.2.1 Equity theory***

In the 1960s, J.S. Adams developed an equity theory, which according to Ta’rifin (2018:107) emphasis that the “perceived injustice is a motivating condition, in which when employees believe that they have been unjustly treated in comparison to others, they will try to reduce discomfort and restore a sense of equity to the situation”. In other words, this theory suggests that employees perceive their jobs as the series of inputs and outcomes that may be interpreted as the exchange relationship where one person gives something and expects something in return. According to

Hofmans (2012), the employees' outcomes refer to things like career opportunities, salary and sometimes even psychological rewards such as feedback and support from colleagues or supervisor. On the other hand, inputs relate to commitment and work effort put in by the employee and these include factors such as educational level (Hofmans, 2012). According to Nawaz et al. (2012), employees compare their investment (input) against the reward (output) and then compare this ratio with the investment-reward ratio of other workers. Furthermore, if this ratio is proportional to that of the relevant others, a state of equity is said to exist. However, if for instance employees see their inputs in the workplace are greater than their outputs received for their work efforts, then the feelings of inequality might grow (Tudor, 2011). Consequently, these feelings of inequality amongst employees may affect individual's "productiveness and possible lead to negligence or resignation in extreme cases" (Niemelä, 2018:14). Moreover, the studies conducted have proven that individuals who feel inequality are less motivated (Osabiya, 2015). Therefore, since the need for fair treatment forms the basis of this theory, individuals attempt to "achieve and maintain a state of fairness in order to maintain an internal psychological balance" (Mamah & Ulo, 2015:98). According to Nawaz et al. (2012:1388), one of the methods used to increase employee satisfaction is through rewards; however, they mentioned that these "rewards increase satisfaction only when valued and perceived as equitable by employees". However, according to Niemelä (2018), weeding out inequalities can be an important motivating factor.

### ***2.3.2.2 Vroom's expectancy theory***

This theory was developed by Victor Vroom in the 1960s and he defined this theory as the "individual's perception of how probable it is that exerting a given amount of effort will lead to good performance" (Hussein & Simba, 2017:92). This theory assists in providing a general background for "assessing, interpreting, and evaluating employee behavior in learning, decision-making, attitude formation, and motivation" (Chiang & Jang, 2008:313). According to Suci, Mortan and LAZĂR (2013), the expectancy theory was developed around three elements, namely, the expectancy (E), valence (V), and instrumentality (I).

Expectancy: this refers to a "person's estimate of the probability that job-related effort will result in a given level of performance" (De Simone, 2015:20). The expectancy is based on probabilities and it ranges between 0 to 1 (Lloyd & Mertens, 2018). According to De Simone (2015:20),

expectancy has a value of 0 (zero) if for an example an “employee sees no chance that effort will lead to the desired performance level”, while an expectancy of 1(one), occurs if for instance the employee is “completely certain that the task will be completed”.

Instrumentality: refers to an “individual’s estimate of the probability that a given level of achieved task performance will lead to various work outcomes” (De Simone, 2015:20). Similar with expectancy, instrumentality also ranges from 0 to 1.

Valence: refers to the “strength of an employee’s preference for a particular reward” (De Simone, 2015:20). Moreover, in theoretical terms De Simone (2015:20) stated that “reward has a valence because it is related to an employee’s needs” and added that “rewards such as promotion, peer acceptance, recognition by supervisors, might have more or less value to individual employees”. In contrast to the other two elements (expectance and instrumentality), valence can either be negative or positive depending on the individual preference (Lloyd & Mertens, 2018). De Simone (2015:20) explained that an employee has positive valence if for instance they have “a strong preference for attaining a reward” while on the opposite end the valence is negative. Lastly, the valence is zero when an employee is indifferent to a reward.

Nasri and Charfeddine (2012) suggested that the algebraic sum of the products of valences for the outcomes (which also include instrumentality) multiplied by the expectancies determine the strength of the motivation to perform a certain act. The theory can be expressed in the form of an equation:

Motivation Forces = Expectancy x Instrumentality x Valence.

Estes and Polnick (2012) claimed that when assessing vroom’s expectancy theory (1964), the three elements as described above can separately influence an individuals’ motivation, but when these elements are combined they can have a powerful effect due to a multiplier effect. In other words, when one of these elements is absent then there is little motivation, according to (Lloyd & Mertens, 2018).

According to Ikechukwu, Hart, Ezeh, Bridget and Jude-Peters (2019:130), workers who are from diverse backgrounds are motivated by different needs such as “physiological needs, safety requirements and self-actualization needs”. Therefore, managers can enhance worker’s motivation by focusing on reducing job dissatisfaction (salary, working conditions, relationship with

employees and supervision) while utilising motivating factors such as “recognition, achievement, conducive working environment and promotion” (Ikechukwu *et al.*, 2019:130). Similarly, when Hanaysha and Hussain (2018) examined the effect of employee training, employee empowerment and teamwork on employee motivation, they found that these antecedes of motivation positively affect employee motivation. Furthermore, these authors suggest that both the employer and managers should give more emphasis on these motivational strategies as they provide both financial and non-financial benefits to the organisation. Also, Kuranchie-Mensah and Amponsah-Tawiah (2016) found that employees in the mining industry in Ghana are both motivated by intrinsic and extrinsic factors, specifically those relating to pay or remuneration. They further discovered that those employees who are satisfactory with pay, they become motivated with intrinsic factors. Again, Kuranchie-Mensah and Amponsah-Tawiah (2016:296) pointed out that “employers should place good strategies and the resources that employees will embrace in order to be committed to their job and makes their job look like a hobby to them”.

Even though vroom’s expectancy theory has expanded, due to the knowledge in terms of understanding the psychological processes that cause motivation, some academics and scholars have criticised it (Parijat & Bagga, 2014). For instance, Suciu *et al.*, (2013:184), maintained that this theory does not give “specific suggestions on what motivates organisational members”, however, it shows only the conceptual determinants of motivation and how they are related to each other. Also, some researchers such as Parijat and Bagga (2014) claimed that this model assumes that people are logical and rational which may be unrealistic.

The concept of job satisfaction is explained by different theories and the major difference between these theories is the prioritisation of “factors involved in the process and their mutual relationships” (Khan *et al.*, 2010:54). In other words, when researchers conduct their studies, they position each theory across the job satisfaction or motivation process where each aspect is highlighted and explained more by a specific theory. Lastly, the goal of each theory (process and content) tries to explain both the job satisfaction and motivation attitudes in order for the manager to understand these behaviors better, thereby enabling them to control the organisational behavior in favour of the organisation (Khan *et al.*, 2010).

## **2.4 FACTORS INFLUENCING JOB SATISFACTION**

Job satisfaction gives a description of how satisfied a person is with their job and this concept is affected by a variety of factors ranging from financial and non-financial aspects to interpersonal relationships and working conditions in the organisation, to mention a few (Suresh, Kodikal & Shubhashree, 2015). Based on Samaiya's (2015) view, job satisfaction provides valuable insights from an organisation's point of view as it is regarded as a vital indicator of how workers feel about their jobs as well as predicting work behaviors such as productivity, organisational commitment, turnover and absenteeism.

According to Unutmaz (2014), job satisfaction and job performance depend on the employee's perception. This suggests that a perception of an employee may change over time based on organisational experiences. Furthermore, Unutmaz (2014) suggested that there are two categories that affect job satisfaction and these are environmental and personal factors. Environmental factors are those factors which are associated with the work environment and/or the work itself, whereas personal factors are those associated with individual characteristics and attributes. According to Wickramasinghe (2014:3), the most important and common facets of job satisfaction are satisfaction with "work content, pay, promotion, supervision, and co-workers". These factors as well as the elements that influence them are discussed next.

### **2.4.1 Environmental factors**

#### ***2.4.1.1 Job content and job satisfaction***

The average adult spends the majority of their life working and therefore workplace has a significant impact on a person's life as well as the wellbeing of the community (Jegeded & Ola-Olorun, 2017). Robbins, Odendaal and Roodt (2003) as cited in Khan and Aleem (2014:125) view work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results". According to Alshmemri, Shahwan-Akl and Maude (2017), the actual content of job tasks and assignments can impact satisfaction or dissatisfaction of employees in the workplace positively or negatively. In other words, whether the job is interesting or boring, too easy or too difficult has an effect on employees (Onimole, 2015). Employees find their jobs satisfying, if for

instance they consider their jobs as meaningful, challenging and interesting which in turn motivates them to explore tasks that stimulate curiosity and inspiration (Al-Mahayreh & Abdel-Qader, 2015).

Although interesting and challenging job motivates employees, Lepojevic, Dordjevic and Ivanovic-Djukic (2018) found that job characteristics have an impact on job satisfaction at various stages of an employees' career. Moreover, Lepojevic *et al.* (2018:215) elaborated further stating that job characteristics such as a "relationship with co-workers and supervisors, operating procedures as well as communication have a greater influence on job satisfaction at the establishment career stage in comparison to other career stages" .

#### ***2.4.1.2 Pay and job satisfaction***

According to Waqas, Bashir, Sattar, Abdullah, Hussain, Anjum, Ali and Arshad (2014), a salary or wage is described as a reward that employers provide to their employees for their contribution to the organisation in the form of providing a service. In other words, this is a gift of something that employers give to someone for their contribution to the organisation and this gift can be any form. Although there are some forms of reward available, the most commonly used form of reward is monetary base. According to Maurer (2001) as cited by Waqas *et al.* (2014), a link between 'organisational successes as the consequence of employee job satisfaction' should be considered as there is evidence that proves that reward is one of the key factors that influences job satisfaction. This is evident as the study conducted by Sarwar and Abugre (2013) found that the majority of respondents agreed that higher rewards will induce employees' job satisfaction. Green and Heywood (2008:710) also found that "performance-related pay allows increased opportunities for worker optimisation and does not generally demotivate workers or crowd out intrinsic motivation". It is therefore important for organisations to provide salary/wages that are equitable, reasonable and fair to their workers as this results in job satisfaction.

Although several authors have studied the impact of pay on job satisfaction, some of these authors have further investigated the impact of pay on job satisfaction taking into account the generational gap of workers. For instance, a study by Young, Sturts, Ross and Kim (2013) found that baby boomers were generally more satisfied with jobs in comparison to generation X and Y employees. In contrast, Marasinghe and Wijayaratne (2016) observed no statistically difference between these

three generations regarding the impact of compensation on job satisfaction with the notable differences seen on the perception of “work” and “supervision”.

#### ***2.4.1.3 Supervision and job satisfaction***

In order for an organisation to achieve its goals, one of the major roles involved in the process is supervising and delegating (Tansel & Gazioglu, 2013). Supervising refers to the process of a person who oversees the workflow in an organisation and this person is responsible for resolving issues, coaching as well as serving as a link between management and subordinates (Baloyi, van Waveren & Chan, 2014). In general, the subordinates perceive their supervisors as those people who represent the organisation and therefore both the organisation and supervisor cannot be regarded as separate entities (Mohamed & Ali, 2016). Moreover, this suggests that subordinates view the support they get from their supervisor as that which represents the organisation. Several studies Qureshi, Hamid, Jeihoony, Ali, Brohi, Magsi & Shah (2018); Naidoo (2018); Uzun and Özdem (2017) have found a direct correlation between supervisor support and job satisfaction. For instance, a study by Kula and Guler (2014) on Turkish national police found that a supervisor’s support has a significant positive relationship with job satisfaction. Moreover, similar results were obtained by Gok, Karatuna and Karaca (2014) when they studied the role of perceived supervisor support and organisational identification in job satisfaction.

However, many studies support the idea that a supervisor’s support improves employees’ capabilities but according to Beehr et al. (2010) as cited in Qureshi et al. (2018), sometimes in some professions, the supervisor’s support is not welcomed as this affects the individuals’ capabilities. A study by Miah (2018:272) found that there was a negative relationship between a supervisor and subordinate which leads to an increase in “an employee’s intention to leave the organisation”. To improve supervisor perception, Qureshi and Hamid (2017) suggested that supervisors should give positive feedback about the subordinates’ performance instead of focusing only on the negative side as this could lead to an employee’s stress and demotivation and even increase the employee’s intention to leave the organisation. Tansel and Gazioglu (2013) concluded that an employee-management relationship is essential in an organisation in order to improve organisational performance.

#### ***2.4.1.4 Operating conditions and job satisfaction***

In business, the circumstance of each company differs and so each company develops an individual set of policies. Policies are the set of ongoing guidelines which are developed to support administrative personnel functions, employee relations, resource planning as well as providing a mechanism to manage risk by keeping updated with the current trends in employment and legislation (Singh, 2014). Johri, Saraf and Ghosh (2014:14) referred to policy as the “guideline which helps the management to carry out its activities in an efficient and effective manner so that the objective of the organization are met”. In organisations, policies are effected by “both the internal and external factors” (Johri et al., 2014:14). The determinants which are “internal to the organization which influence the decisions directly are known as internal factors” and these consist of corporate mission, corporate objective, resources and management values (Johri et al., 2014:14). On the other hand, those factors which come from outside the organisation and influence it externally are known as external factors, which “include industry structure, social environment, political environment, economic environment and technology” (Johri et al., 2014:15). Organisational policies have been linked to job satisfaction. For instance, when Pule, Mwesigye, Kanyangabo and Mbago (2014) examined the differences in policies among the university staff in Kampala, they found that there was a difference in job satisfaction between the indigenous and expatriate academic staffs of KIU. Also, several researchers have found mixed results when investigating the connection between conditions and job satisfaction. For instance, Bakotić and Babić (2013) found an insignificant relationship when they analysed these two items.

The literature available suggest that in the labour market, the working and environmental factors influences employee’s job performance (Hsiao &Lin, 2018). According to Hsiao and Lin (2018:248), operating conditions can affect employee level of job satisfaction positively or negatively in the sense that it can lead to “higher engagements”, “high level of commitment” or increasing the intention to leave work. Also, Raziqa and Maulabakhsha (2015) suggest that since the new era employees are highly qualified and aware of their rights, this causes the management of these employees more difficult for organisations.

#### ***2.4.1.5 Communication and job satisfaction***

Several studies, such as those by Ghazali, Alhassan and Isha (2017), have linked communication with job satisfaction and they found a significant and positive relationship between these items. According to De Nobile and McCormick's (2008) assessment, job satisfaction has been associated with a variety of behaviors that are related to communication. Communication plays an important part in organisations as it enhances “relationships within an organisation, transmit information, have trust on and cooperation with each other, to understand and co-ordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and also an individual’s job satisfaction”(Akpinar, Torun, Okur & Akpinar, 2013:28). Ogunola and Akporaro (2015:87) claimed that communication is influenced by several factors such as “organisational structure, communication strategies and systems, employee-management relationships and by management and leadership styles and skills”. Ogunola and Akporaro (2015) further suggested that these factors mentioned above can either promote or constrain good communication and this depends on how each of these factors is managed and employed in the work environment. In other words, a lack or failure in any of these factors described above can contribute to poor communication, cause conflicts, result in lack of or reduced performance of an employee, cause employee disengagements and consequently these challenges will be reflected in the capacity of the organisation to achieve its goals. Since, communication has a major impact on the organisation as well as employees’ motivation, Kirti (2012:81) suggested that if “employees feel that communication from management is effective, it can lead to feelings of job satisfaction, commitment to the organisation and increased trust in the workplace”.

#### ***2.4.1.6 Co-workers’ interrelationships and job satisfaction***

According to Azim, Haque and Chowdhury (2013), for most employees, work does not only provide money or other tangible achievements but it also fulfils their social interaction. Most people spend the majority of their time at work and while working, interpersonal relationships are formed intentionally or unintentionally and these relationships can either be “positive or negative” (Azam, Rafique & Butt, 2017:303). Wainaina, Kipchumba and Kombo (2014:4) are of the view that “co-workers can provide to their colleagues different valences of influence such as positive social support and antagonism”. Ariani (2015:38) elaborated on the importance of co-worker

relationships by stating that “when co-workers’ relations are positive, employees will be able to meet the needs and motivated to increase its commitment to the organization”. According to Ibrahim (2014:71), “an environment where co-worker support is high, employees are able to discuss ideas more openly and honestly and there is a positive relationship to job satisfaction”. This suggests that if an employee works in an environment where there are friendly and supportive co-workers, this can directly cause the work to be more enjoyable which consequently leads to job satisfaction (Azim et al., 2013).

However, based on Avci's (2017:579) assessment, co-worker support can influence a “meaningful experience for employees whereas negative relations with others can make work life miserable”. Azam et al. (2017) shared similar sentiments as they found a significant negative effect of co-workers’ relationships on job turnover intention when they studied city traffic police.

#### ***2.4.1.7 Promotion opportunities and job satisfaction***

According to Saharuddin and Sulaiman (2016), promotion refers to the movement of a worker upward in the hierarchy of the organisation and this movement typically results in an enhanced compensation package, increased job responsibilities and rank within the organisation structures. Naeem (2013:64) is of the opinion that promotion is correlated to job satisfaction and that promotion “has a positive impact on job satisfaction of an employee” as well as an effect on attitude towards work. According to Ali and Ahmed's (2017) analysis, for some individuals the key to job satisfaction is promotion and this differs from person to person. Ali and Ahmed (2017:132) explained these differences by citing several reasons such as that people want promotion because “they are bored with their current job and feel like that their expertise are not utilize properly, some want to be promoted because they may not be having good relationship with their supervisor or simply they want to have a higher status job”.

Based on Khan and Mishra's (2013:57) assessment, employees’ talent is the “deciding factor for the position of any individual in the hierarchy” and this means that the “higher the level of talent in any individual, the higher their position in the organisation structure will be”. Moreover, a higher position within the organisation has its importance because it comes with higher recognition in the form of financial rewards (Khan & Mishra, 2013). However, even though financial rewards are important, they are not sufficient to keep employees and this suggests that non-financial

recognition such as “praise, and positive feedback from managers and peers for a job well done is imperative to generate job satisfaction and commitment” (Gathungu, Iravo & Namusonge, 2015:38). Therefore, individuals are “likely to experience satisfaction if they perceive that promotion decisions are made in a fair and just manner” (Azim et al., 2013:490). Lastly, Mustapha and Zakaria (2013:23) agreed with Azim et al. (2013) by stating that workers that “perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the organization”.

#### ***2.4.1.8 Fringe benefits and job satisfaction***

Several research studies such as those conducted by Nisar and Siddiqui (2019) have indicated a significant positive connection between job satisfaction and fringe benefits. According to Charith (2015), fringe benefits are those total benefits that an employee gets from an employer additional to their pay they work for and these benefits may vary from employee to employee as well as organisation to organisation. Based on the views of Artz (2010), fringe benefits can impact job satisfaction in many ways as these benefits form part of the employee’s compensation.

The majority of research studies examining the relationship between these two items have found a positive significant correlation; however, some such as Mabaso and Dlamini (2017) found an insignificant association between benefits and job satisfaction when they investigated the impact of compensation and benefits on job satisfaction. Moreover, Hattke, Znanewitz and Homberg (2017:1) claims that organisations are facing difficulties with regard to retaining and developing professional workers because they “struggle to cater towards the changed professional preferences of the incoming generation of workers”. Therefore, these findings suggest that the type of fringe benefits that organisations provide to their employees should be suitable to the type of employees it has in order to retain them.

#### ***2.4.1.9 Contingent rewards and job satisfaction***

There is a significant and positive relationship between rewards and job satisfaction (Danish & Usman, 2010). According to Jehanzeb, Rasheed and Aamir (2012:273), reward “refers to all categories of financial benefits, tangible services and benefits that an employee receives as part of

employment relationship with the organization”. Based on Jehanzeb et al.'s (2012) views, rewards can be used to increase both the level of efficiency and performance of the workers and consequently improve the overall success of the organisation. According to Cherotich, Chepkilot and Muhanji (2015), rewards affect an employee’s behavior as an individual adjusts to their working conditions and terms targeting fairness so they give what they feel is equivalent to the amount of reward they get from an employer. Cherotich et al. (2015:43) explained further that if rewards are poor then they “will be reflected by negative behaviors or lack of interest towards work among employee’s while well rewarded employees are equivalently productive, efficient and creative”.

## **2.4.2 Personal factors**

### ***2.4.2.1 Ethnicity (race) and job satisfaction***

In broad terms, ethnicity is the term used to describe someone’s racial identity. Several studies such as those by Fairchild, Tobias, Corcoran, Djukic, Kovner and Noguera (2012) and Negi (2009) have shown that race has an influence on both the job satisfaction and commitment to the organisation. Mcneely (1987) described race as one of the prominent factors that has a noticeable influence on both the nature and degree of job satisfaction. For instance, a study by Fairchild et al. (2012) on teachers from various racial backgrounds found that non-white employees generally have lower job satisfaction than white employees. Fairchild et al. (2012:170) also claimed that “some components of relational demography directly affect teachers’ job satisfaction, over and above the effects of work-related attitudes”. Other researchers such as Pease (2006) had similar findings, except that she mentioned that depending on the employee’s level in the hierarchy, different employees from different ethnical backgrounds have different levels of job satisfaction. Moreover, Pease's (2006) study found that there was a significant difference in job satisfaction specifically concerning both the senior managers and mid-level employees from non-white ethnical backgrounds while on the executive level an insignificant statistical difference was observed.

In contrast, some researchers have found no significant correlation between ethnicity/race and job satisfaction. For example, Campbell (2011) concluded that there was no significant effect of ethnicity on the overall job satisfaction when they studied diversity and job satisfaction among managers and supervisors in a luxury-level resort in the United States.

#### ***2.4.2.2 Gender and job satisfaction***

According to Crossman and Abou-Zaki (2003), the relationship between gender and job satisfaction has been studied by several authors (Clark, 1993; Clark & Oswald, 1995; Hickson & Oshagbemi, 1999) and the majority of these investigations found that females have greater job satisfaction in comparison to their male counterparts (Bender, Donohue & Heywood, 2005; Hersch & Xiao, 2015). Gamble (2015:333), explained that job satisfaction is influenced by expectations, with females having higher job satisfaction due to lower expectations of their work and this “derives from their weaker position in the labour market being easily fulfilled”. Poornima and Azmal Basha (2017) are in agreement with Clark (1997), as they found a significant difference in job satisfaction based on gender when they studied satisfaction on software employees. Similarly, Fatima, Iqbal, Akhwand, Suleman and Ibrahim's (2015) research on employees working for non-governmental organisations in Pakistan found a significant difference between males and females concerning job satisfaction, with males reporting higher job satisfaction. Also, a study by Afolabi, Awosola and Omole (2010) on police officers in Nigeria found that both males and females with high emotional intelligence were more satisfied with their jobs than those who had low emotional intelligence. In some instances, some research findings explain the difference in gender in relation to job satisfaction amongst female's further citing factors like pay and educational level as the underlying factors causing the differences. For example, Zou (2015) claimed amongst other things, the gap in job satisfaction based on gender is attributed to things like the type of employment, where females who are employed either full-time or part-time have reported higher job satisfaction than males. With respect to pay, Shallal (2011) found that female workers with secondary education or higher as well as those with high incomes are more satisfied with their jobs compared to those with less education and income.

In contrast, even though most studies have found significant correlations between gender and satisfaction, some research studies have yield different results, with studies by Modabber and Seyedoshohadaei (2018) for instance finding no statistically significant relationship between gender and job satisfaction. Suki and Suki (2011) found no significant difference between male and female with regards to job satisfaction. Also, Azim et al.'s (2013) findings from their study of employees in Bangladesh indicated no difference in job satisfaction between males and females. However, the study by Garcí'a-Bernal, Gargallo-Castel, Marzo-Navarro and Rivera-Torres (2005)

found the level of job satisfaction among Spanish employees reaches an intermediate level irrespective of the worker's gender.

Based on the above findings, it appears that the relationship between gender and job satisfaction is affected by several factors such as the country /region, type of work orientation, type of industry /field, level of education, and the level of pay, among other factors (Shallal, 2011).

#### ***2.4.2.3 Geographical location and job satisfaction***

The association between job satisfaction and geographical location has not been researched widely and the findings of the existing literature indicate that several factors such as location of the work place have a significant influence on employee job satisfaction/dissatisfaction. Janse (2010:11) argued that people who work in regions or places that are regarded as rural usually have higher job satisfaction because in these areas people are “defined by personal work involvement and ambitions to occupy a higher-level job”, among other things, whereas they believe urban workers “view their jobs as a manner for ultimately attaining financial gain”. Also, a study by Gruneberg, Startup and Tapsfield (1974:25) on the effect of geographical factors on job satisfaction of university lecturers in a provincial university found that for most teachers “the immediate environment contributed positively to job satisfaction, whereas, the geographical position of the college relative to other parts of Britain contributed in more instances to job dissatisfaction than to satisfaction”. Moreover, Gruneberg et al. (1974) cited that the isolation from suitable library facilities as well as other colleagues in the same discipline were among the major reasons given for dissatisfaction. Similarly, when Jones and Sloane (2009) investigated regional differences in job satisfaction in UK, they found that workers in Wales were more satisfied than those in any other part of the United Kingdom (UK). According to Jones and Sloane (2009:1), in comparison to other regions, workers in Wales were less concerned with pay due to several reasons such as “lower earnings tend to be associated with higher levels of unemployment and inactivity, where being in work may be regarded more favourably in more economical depressed regions”.

#### ***2.4.2.4 Length of service (tenure) and job satisfaction***

The number of years (tenure) that an individual is employed by their current employer defines the length of employment (Uzonwanne, 2015). The length of employment can be one of two forms which are either having a longer length of employment in one organisation or a longer length of employment in one field or both (Oktug, 2013). The tenure of an individual in one organisation or field is influenced by both extrinsic and intrinsic factors. Extrinsic factors are those factors that are not controlled by an individual and these include supervision, co-workers, working conditions, company policies, compensation, status, personal life and job security to mention a few. On the other hand, intrinsic factors are the factors considered as motivators or satisfiers and these include but are not limited to recognition, work task, moral values, achievement, and responsibility (Naz & Sharma, 2017).

Furthermore, whether individually or combined, these factors (intrinsic and extrinsic) usually determine the length of service especially on matters related to opportunities for advancement. Typically, if an employee in an organisation feels that they have limited opportunities with regard to career progression, they are likely to consider an offer from another organisation (Sarker, Crossman & Chinmeteepituck (2003) as cited in Riza, Ganzach & Liu, 2015). Also, in an organisation's view, this suggests that they can keep the employee at the same level indefinitely if they feel that a particular employee is incapable of occupying a higher position in the organisation. Several research studies conducted on the subject of tenure and job satisfaction have yielded conflicting evidence with some citing positive (Riza et al., 2015). For instance, a research study by Poornima and Azmal Basha (2017) on software employees revealed a positive association between tenure and job satisfaction with more experienced employees reporting higher job satisfaction.

#### ***2.4.2.5 Marital status and job satisfaction***

The research in this area has consistently showed that married employees are more satisfied with jobs than unmarried workers (Adeoye, Akoma & Binuyo, 2014). The reasons cited by Azim et al. (2013:491) for these trends is that marriage “imposes increased responsibilities that may make a steady job more valuable and important” and hence these employees are satisfied with their jobs.

Moreover, a study by Saner and Eyupoglu (2013) on academics in North Cyprus universities found that amongst the academics, married female employees were more satisfied with their jobs than their male counterparts. However, even though the majority of findings indicate a strong positive relationship between marital status and job satisfaction, some studies do not concur with the findings. For instance, research carried out by Modabber and Seyedoshohadaei (2018) on lawyers and surgeons of Sanandaj found no statistically significant association between marital status and job satisfaction. Suresh et al. (2015) also find similar results when examining the impact of demographics on job satisfaction. Therefore, the contradictions generated from these studies suggest that different fields/industries may yield different results of job satisfaction in relation to marital status.

## **2.5 CONSEQUENCES OF JOB SATISFACTION**

According to Unutmaz (2014), most people spend the majority of their working time in the working environment mainly due to the highly competitive environment in the corporate world. Therefore, this factor has forced many organisations to focus on the employee job satisfaction as well as the working environment, particularly the factors that influence employee job satisfaction. According to Poornima and Azmal Basha (2017), the well-being of employees in an organisation plays a crucial role in the success of the organisation. For instance, Buitendach and De Witte (2005) found that if an employee is satisfied with their job then that employee is likely to perform better in their job and consequently, the organisation's performance improves. Hence it is important to evaluate satisfaction as it helps to determine the emotional wellness and mental fitness of employees and the organisation can then use this information to improve its structures.

On the other hand, employees can be dissatisfied with their jobs and this can lead to several challenges for the organisation. These challenges include but are not limited to high staff turnover, low productivity, early retirement, absenteeism, low organisational commitment, mental and physical health and life satisfaction (Aydogdu & Asikgil, 2011). These challenges are briefly explained below.

### **2.5.1 Staff turnover**

According to Nazim (2008) as cited in Chatzoglou, Vraimaki, Komsiou, Polychrou and Diamantidis (2011:133), employee turnover refers to “the intention to exit an organization voluntarily”. Etuk and Aloba (2014:1114) claimed that intention to leave the organisation occurs when a worker is confronted with several challenges such as irregular salaries, unfavourable working conditions, job insecurity etc. and these challenges usually create “ill-feelings among these workers, causing them to seek for jobs where they can have better working conditions”. Moreover, Coomber and Barriball (2007) suggested that the association between intention to leave the organisation and job satisfaction is inversely related, implying that when job satisfaction is high then the intention to leave the organisation is low and vice-versa. However, it must be noted that this relationship is not always observed, for instance, some workers remain in the same organisations even though they are not satisfied with their jobs (Inuwa, 2016). According to Chatzoglou *et al.* (2011), this is often seen in circumstances where the rate of unemployment is high with few jobs available and consequently, the cost of leaving is high for the worker. While staff turnover can have negative effects on the organisation, sometimes it may also have a positive effect, for instance when new employees are employed, they usually bring new fresh ideas while purging off poor performers.

### **2.5.2 Low productivity**

Productivity of an employee in the workplace was found to have a connection with the employee’s job satisfaction. According to Inuwa (2016), low productivity occurs when an employee becomes dissatisfied with their work, thereby developing an attitude towards work and co-workers by emphasising negative aspects of their work which lowers productivity.

### **2.5.3 Absenteeism**

Previous studies on employees’ absenteeism from work have concluded that it is affected by various causes such as organisational and personal (Thirulogasundaram & Sahu, 2014). According to Khan, Nawaz and Khan (2011:229) an employee shows several visible signs when they are dissatisfied with their job and these include an “increased propensity for counter-productive

behaviours, withdrawal, burnout and workplace aggression”. According to Luthans (1995) as cited in Thirulogasundaram and Sahu (2014), absenteeism has an inverse connection with job satisfaction. This imply that when an employee has a high job satisfaction, absenteeism tends to be low and vice-versa. However, Drakopoulos and Grimani (2013) had a different view, claiming that some studies have found no association between these two items, although other research studies have demonstrated a weak connection between these two items.

#### **2.5.4 Low organisation commitment**

According to Meyer and Herscovitch (2001:299), commitment of employees in the workplace can take various shapes and has a “potential to influence organisation efficiency” and effectiveness. Several researchers have found a positive relationship between job satisfaction and organisational commitment (Chordiya, Sabharwal & Goodman, 2017). A committed employee demonstrates a desire to assist the organisation to achieve its targets as well as having a “desire to remain” in the organisation in the long term (Setyowati, Priyotomo & Suharnom, 2017:100). Since job satisfaction is one of the predicators of organisational commitment, Nguyen, Mai and Nguyen (2014) suggested that if an employee is dissatisfied with their job then organisational commitment also declines. Moreover, dissatisfied employees tend to emotionally detach themselves from the organisation which leads to low organisational commitment and this ultimately increases employee intention to leave the organisation.

## **2.6 ORGANISATIONAL COMMITMENT**

### **2.6.1 Introduction**

The concept of organisational commitment has been a subject of several critical reviews among researchers and the challenge with all these reviews is to find a consensus with regard to the definition of organisational commitment among employees (Meyer & Allen, 1991). According to Setyowati, Priyotomo and Suharnomo (2017:100), organisational commitment refers to the “force that binds an individual to act, in accordance with the different perceptions that are relevant to the organisational goals”. Kessler (2013) referred to this concept as an employee’s sense of attachment and loyalty to the work which the employee is associated with. On the other hand, Oreilly

(1989:17) referred to organisational commitment as “an individual’s psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation”. Meyer and Allen (1991) suggested that the nature of commitment has two distinctive perspectives, namely attitudinal and behavioural commitment. Attitudinal commitment emphasises on the process by which people come to think about their relationship with the organisation whereas behavioural commitment relates to the process by which individuals become locked into a certain organisation and how they deal with this problem (Jena, 2015).

Based on the above definitions, the term organisation commitment can therefore be regarded as the one that “describes the basic concept of describing the relationship between an organisation and an employee” (Wołowska, 2014:129). This suggests that when an employee becomes committed to the organisation, their individual goals are similar to those of the organisation. Furthermore, when an employee is committed to the organisation, they are willing to act on behalf of the organisation and want to be connected with the organisation (Metin &Asli, 2018).

The Allen and Meyer (1990) organisational commitment questionnaire is the most commonly used measure of employees’ organisational commitment. It consists of a 24-item scale designed to measure the three features of organisational commitment, namely affective, continuance and normative commitment. For the purpose of the study, only 17 of the 24 items were used and they were divided as follows: affective (6 items), continuance (5 items) and normative (6 items).

## **2.6.2 Meyer and Allen’s model of organisational commitment**

According to Robbins, Judge and Odendaal (2009), there is a connection between individual attitudes and job satisfaction. Robbins refers to attitude as evaluative statements that are either favourable or unfavourable about people, events or objects. In other words, attitudes are a reflection of how individuals feel about something. Robbins *et al.* (2009:64) suggested that attitude has three main components and these are cognitive, affective and behavioural components. They describe a cognitive component as the one that describes “the way things are”, the affective component refers to the “emotional or feeling segment of an attitude”, whereas the behavioural component refers to an “intention to behave in a certain way toward someone or something”. Al Zefeiti and Mohamad (2017:152) argued that workers who are committed to the organisation have a chance of being better performers in comparison with those who are “less committed, as they put

in more effort on behalf of the organisation towards its success and strive to achieve its goals and missions”.

Organisational commitment is generally considered to be a three-dimensional variable consisting of affective, continuance and normative commitment. These three types of organisational commitment may have a different impact on employees’ behaviour and hence it is important to study them separately (Sow, Anthony & Berete, 2016). These variables are briefly discussed next.

### ***2.6.2.1 Affective commitment***

This refers to the “employee’s identification or strong emotional attachment and involvement in the organization” (Jena, 2015:60). Affective commitment is affected by work experiences, personal characteristics as well as structural characteristics (Kumari & Afroz, 2013). According to Robbins *et al.* (2009), affective commitment has a stronger relationship to organisational outcomes in comparison to the other two dimensions of commitment, namely normative and continuance commitment. The work done by Meyer, Stanley, Herscovitch and Topolnytsky (2002) shares the same sentiments as they suggested that a high level of affective commitment has been found to have a direct influence on the ongoing employment relationships such as low absenteeism, low employee turnover and improved job performance.

Mercurio (2015:401) claimed that “employee retention continues to be a major subject in research of affective commitment” and many studies such as those conducted by Solinger *et al.* (2008) and Somers (1995) have shown “that turnover is most correlative to levels of affective commitment”. Mehmood, Ahmad, Irum and Ashfaq (2016) found similar results when they studied the relationship between job satisfaction, affective commitment and turnover intentions among front desk employees in Pakistan. Also, higher levels of affective commitment have also been found to be one of the predictors of absenteeism even though the correlation is weaker (Mercurio, 2015). For instance, Woods, Poole and Zibarras (2012) found that high levels of affective commitment correlated significantly with low levels of employee absence. According to Gözükarar and Yildirim (2015:139), people who feel “affective commitment to their organization usually identify themselves strongly with that organization as well as its goals and principles, and have a desire to continue their involvement in that organization”.

### ***2.6.2.2 Continuance commitment***

This refers to the perceived economic value of remaining with an organisation compared to leaving it (Mitonga-Monga, Flotman & Cilliers, 2018). This suggests that an employee would be committed to an organisation because of economic gain and would not leave the organisation as this could have a negative impact in the personal well-being of the employee such as hurting their family if they quit.

Based on Chien-Hung and Wen-Cheng (2012) findings, there is an insignificant relationship between affective commitment and continuance commitment and this means continuance commitment is not influenced by affective commitment. Therefore, this suggests that an employee may be attached to the organisation not because they feel attached to it, but because the cost associated with behaving otherwise is too high (Sow, *et al.*, 2016). Some studies have found an association between continuance commitment and some satisfaction facets (Khan, Naseem & Masood, 2016). For instance, Alsiewi, Gaith and Etlesh (2016) found job relevance, satisfaction, pay, and benefits had a direct significant positive effect on continuance commitment when they studied continuance commitment in the educational sector in Libya. Similarly, employee benefits were also found to have a significant relationship with continuance commitment as was evident when Umoh, Amah and Wokocha (2014) examined the effect of employee benefits on continuance commitment in the Nigerian manufacturing industry.

### ***2.6.2.3 Normative commitment***

Robbins *et al.* (2009:74) described this type of commitment as “an obligation to remain with the organisation for moral or ethical reasons”. According to Sow, Anthony and Berete (2016:141) this type of commitment occurs when “an individual feels the need to reciprocate after receiving some benefits from an organisation”. Metin and Asli (2018) claimed that both work ethic and culture lead employees to remain in the organisation. Since there is no emotional attachment, this type of commitment reflects the moral duty of an employee and consequently, employees stay in the organisation based on morals, even if they are not satisfied (Meyer & Parfyonova, 2010).

Normative commitment has been found to have an impact on organisation factors such as turnover intentions and job satisfaction, to name a few. For example, Sow *et al.* (2016) found a significant

negative correlation between normative commitment and turnover intention when they examined an affiliation between turnover intention and normative commitment among health internal auditors in America. However, some researchers have found contradicting results, for example a study by Lau and Ortiz (2011) revealed that normative commitment has a positive effect on employee's engagement.

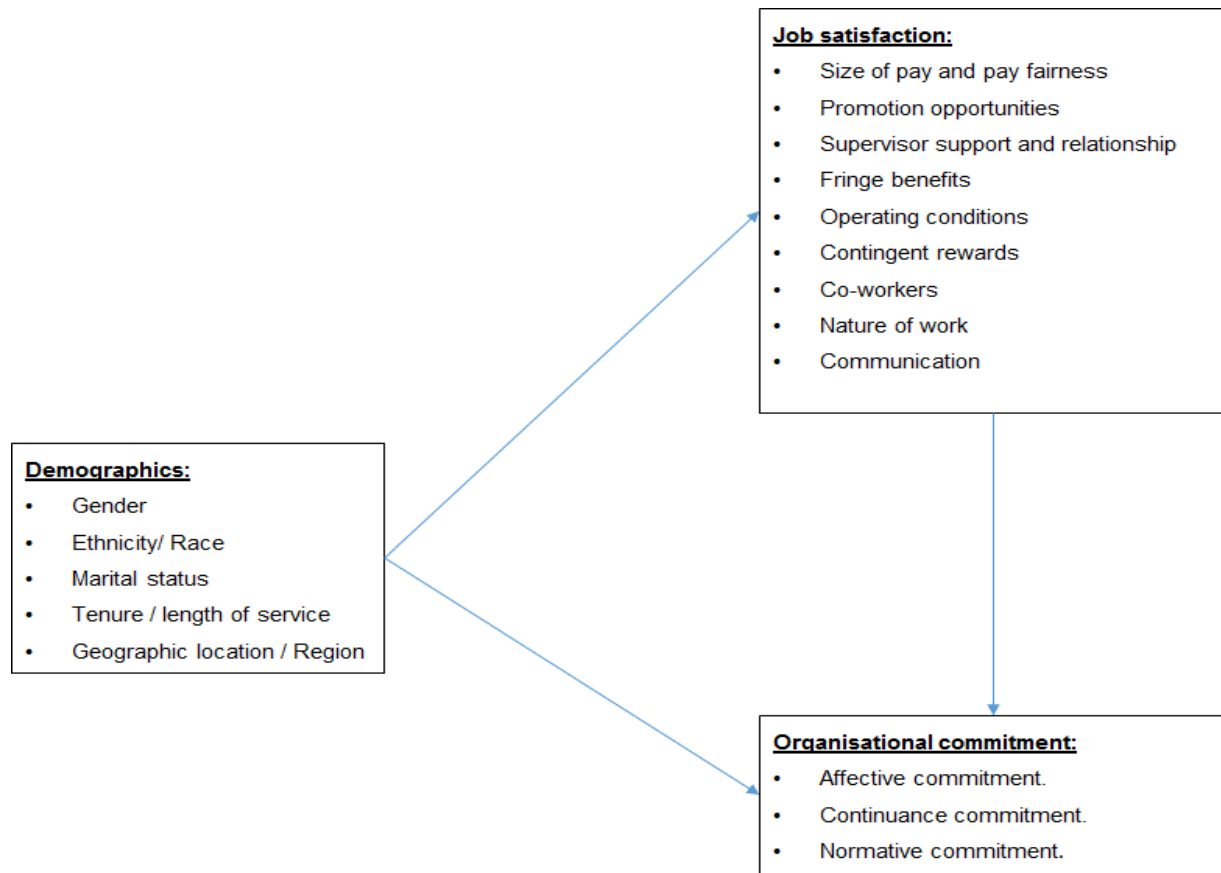
## **2.7 RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANISATIONAL COMMITMENT**

Based on the findings of the study conducted by Mitonga-Monga *et al.* (2018), there is a relationship between job satisfaction and organisational commitment. Iden (2014:11) suggested that job satisfaction can to some extent reflect "how employees are treated with regards to respect and fairness". Secondly, it can be "an indicator of an employee's psychological and emotional health" (Iden, 2014:11). Thirdly, it can affect the behaviour of the employee, and thus the organisational functions and productivity (Iden, 2014). Furthermore, job satisfaction can be "a reflection of the organisational performance, where differences between groups can lead to future problems within the company" (Iden, 2014:11).

Vroom (1967) as cited in Iden (2014:13) identified numerous factors that drive job satisfaction and these include but are not limited to "supervision, the work group, job content, wages, promotional opportunities and work hours". Moreover, Iden (2014:14) pointed out that "organizational commitment is characterized by three factors; a strong confidence in the organization's goals and values, willingness to exert effort on behalf of the organization, and a strong desire to be a member of the organization". Many researchers have identified that there is a link between job satisfaction and organisational commitment. Furthermore, the researchers Al Zefeiti and Mohamad (2017) found that if the employees are satisfied with their jobs then they tend to be more committed to their jobs and ultimately committed to the organisations they work for. Lastly, according to Iden (2014:2), job satisfaction and organisational commitment "affect the job performance and bottom line of the company". Hence this study is needed at ChemSystems in order for the senior management to understand the current workforce requirements. The findings of the study will assist the senior management in developing strategies that are aimed at improving employee commitment to the organisation and thereby ensuring that ChemSystems retains and/or develops loyalty of its employees to the organisation.

## **2.8 THEORETICAL FRAMEWORK**

The objective of the researcher was to understand the factors influencing job satisfaction and commitment for ChemSystems employees. Understanding the key variables or factors that influence the employees' job satisfaction and commitment would provide insight about how satisfied and committed their employees are. Moreover, this information would assist the management in the organisation to develop strategies that can be utilised by the organisation with the aim of maintaining and/or improving the employees' job satisfaction and commitment of employees to the organisation. The connection between job satisfaction and organisational commitment has been studied extensively in various fields due to its importance in organisations. The studies conducted in various fields mentioned above include those in manufacturing by Yücel (2012), information technology by Lumley, Coetzee and Tladinyane (2011), and pharmaceutical by Parvin and Kabir (2011), to mention a few. According to Chen, Yang, Wang and Shiau (2006:489), employees have different needs due to the fact that different organisations have unique "cultures", values, norms and "management models". Roopalekha, Melisha and Geena (2011:1) defined job satisfaction as the "extent to which an individual like or dislikes" their job. The definition suggests that job satisfaction is related to how an individual feels about their job as well as different aspects of their job. Moreover, the definition also implies that job satisfaction depends on several factors and these include working conditions under which the employee works, the employee themselves, as well as the type of a working environment.



**Figure 2. 2: Conceptual model**

Source : Iden (2014)

Figure 2.4 depicts a conceptual model for the association between job satisfaction and organisational commitment. The backgrounds of each concept are extracted from different theories that were researched previously. Therefore not all the factors related to the variables were included in the study as defined in the organisational theory.

Iden (2014) classified job satisfaction into two distinct dimensions, namely intrinsic satisfaction and extrinsic satisfaction. Extrinsic satisfaction is linked with the aspects of employment and has no association with the job itself. Moreover, these aspects include, among other things, the salary, relationships with colleagues and conditions of employment. Intrinsic satisfaction is directly linked with the tasks aspect of the job itself and it involves aspects such as the utilisation of skills, variety and autonomy.

## **2.10 SUMMARY**

This chapter provided an introduction and definition on the concept of job satisfaction, and explained the theories related to it. The theories related to job satisfaction were classified into two types, namely content and process theories. The content theories comprise Maslow's needs theory, Herzberg's two-factor theory, Alderfer's ERG theory and McClelland's theory of needs, whereas process theories included equity theory and Vroom's theory. Moreover, several types of factors that influence job satisfaction were discussed in detail, namely environmental and personal factors. Environmental factors that were discussed are job content, pay, supervisor support, organisational culture, company policies, co-workers, and promotion opportunities. The personal factors discussed include age, ethnicity/race, gender, geographic location, tenure/years of experience, and marital status. The consequences of job satisfaction were also explained which consisted of staff turnover, low productivity, absenteeism, and low organisational commitment. In this chapter, the concept of organisation commitment was explained and the theory related to it was discussed. The main theory that was discussed was Meyer and Allen's theory of organisational commitment and it included three types of commitment. These types of commitment are affective, continuance, and normative commitment and their impact on organisational commitment was discussed. The connection between job satisfaction and organisational commitment was also explained. The chapter concluded by presenting a theoretical framework developed for the study.

The following chapter, Chapter 3, focuses on the research methodology chosen for the study which include among other things the research design, data collection and analysis of data. The chapter concludes by providing a brief description of validity and reliability of the research instrument as well as describing the ethical consideration taken during the research period.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

The purpose of this chapter is to review the methodology used for collecting and analysing the data for the study as well as discussing scientific tools used to make scientific conclusions of the results. This chapter begins by outlining the aim of the study followed by a description of the research design and methods selected for this study. Furthermore, as stated, this chapter also provides a description of the processes followed for collecting and analysing data used for the research as well as explaining the research instruments selected for analysing the data collected. Lastly, the chapter concludes by describing the relevant statistical tests used for checking various aspects of the collected data which include reliability and validity tests.

### **3.2 RESEARCH PARADIGM**

The term ‘paradigm’ is described as the “essential collection of beliefs shared by scientists, a set of agreements about how problems are to be understood, how people view the world and thus how they go about conducting research” (Rahi, 2017:1). According to Schwandt (2001), these views guide people’s beliefs, thinking, assumptions about society and themselves, and they frame how people view the world around them. Furthermore, the description above implies that paradigms consists of basic assumptions or beliefs that shapes one’s investigations for a particular research. Creswell (2014) cited four types of paradigms/worldviews that researchers use as a general philosophical orientation about the world when they conduct research and these paradigms are positivism, transformative, constructivism, and pragmatism. For the purpose of the study, the positivist paradigm was adopted to assist the researcher to select the research tools, methods, instruments, as well as the participants.

Positivism is an “epistemological” position that holds that the goal of knowledge is simply to describe the phenomena that we experience (Kivunja &Kuyini, 2017). The view of a positivist about the world is that science and scientific research are seen as the only way to obtain knowledge/the truth. For a positivist, the universe functions by laws of cause and effect that someone can discern if they use the scientific approach to research (Sekaran &Bougie, 2013). The

key approach of the scientific method is the experiment which attempts to distinguish natural laws through direct manipulation and observation. Moreover, Sekaran and Bougie (2013:29) suggested that “positivists are concerned with the rigour and replicability of their research, the reliability of their observations, and the generalisability of findings”.

Lastly, paradigms arise based on discipline orientation, the inclinations of student’s advisors or mentors, and past research experiences. Therefore, “the types of belief held by individual researchers based on these factors will often lead to embracing a quantitative, qualitative or mixed methods approach in their research” (Creswell, 2014:6). Since the investigation was to determine the factors that affect both job satisfaction and commitment, a quantitative research method was chosen as the suitable method. This method is explained in the following sections.

### **3.3 STUDY SETTING**

ChemSystems is an organisation that sells its speciality chemicals as well as technical expertise to several industries. The company strives to be the industry leader in the respective industries where they operate and to do that, one of the key elements in their strategy is the workforce. Since the industries where the organisation operates are highly specialised, it requires a highly skilled workforce to service these industries. Moreover, in order to get a competent workforce (especially in sales), it does not only cost the company money related to training of new staff but it also costs them valuable experience as it takes a minimum of six months to a year to fully train a new person to be competent. It is for this reason that the researcher examined the factors affecting employee job satisfaction and commitment in order to determine how to improve them (if lacking) and thereby minimising those factors which may ultimately lead to workers exiting the organisation.

### **3.4 RESEARCH DESIGN**

Research design refers to a basic plan that guides the process of data collection as well as analysis of the research project. A research design is important when conducting research as it provides background that assists in specifying things like the type of information to be collected, sources of information as well as the procedure for collecting such information.

The aim of a quantitative research design is to establish the relationship(s) between one variable (an independent variable) and other variables (dependent variables). A quantitative research can be conducted in many forms/types and these include descriptive or experimental research design. The difference between the two research designs is that descriptive research design seeks to establish only the association between variables and this is usually measured once, whereas the experimental research design establishes connection and this is performed by measuring variables before and after the experiment. Since this investigation sought to determine factors influencing both job satisfaction as well as organisational commitment, a descriptive research design was deemed the more suitable choice.

### **3.4.1 Population**

According to Sekaran and Bougie (2013:240), population “refers to the entire group of people, events, or things of interest that the researcher wishes to investigate”. That is, it is a group of people, events, or things of interest for which the researcher wants to make inferences (based on sample statistics). Also, during the period when the research was conducted, ChemSystems had a total workforce of 215 employees. Moreover, from the population of 215 employees, 140 employees were selected as a target population for the study which included all ChemSystems employees at various levels in the hierarchy but excluded the top management (i.e. all company directors were excluded in the study). The company directors were excluded from the study by virtue of their position in the organisation, i.e. it is assumed that since they represent the interests of the organisation and they are the people responsible for taking action that was yet to be discovered in the study.

### **3.4.2 Sample**

According to Sekaran and Bougie (2013:241), a “sample is a subgroup of the population and it encompasses some members selected from it”. When a researcher draws a sample, they should be able to draw conclusions that are generalisable to the population being studied. Based on Sekaran and Bougie (2013:266) assessment, the extent of precision and confidence determines the sample size of the research. Furthermore, Sekaran and Bougie (2013:267) suggest that since “the

theoretical framework usually has several variables of interest”, a generalised scientific guidelines table can be used to determine the sample size. Therefore, since ChemSystems had a total of 215 employees during the research period, all of the target population which comprised of 140 employees was selected for the study as shown by (Sekaran &Bougie, 2013:268) . Moreover, of the 140 employees, only 46 responded to the questionnaire and this equates to a response rate of approximately 33%.

For this study, census used consisted of people from different backgrounds in terms of ethnicity, marital status, geographical location, tenure, age, position held in the organisation, and gender. Moreover, these various types of demographics were a true reflection of the current workforce at ChemSystems. According to Sekaran and Bougie (2013), when a researcher uses a questionnaire as a research instrument, one of the disadvantages is a low response rate; however, a response rate of 30% or more is usually acceptable.

### **3.4.3 Sampling method**

Sekaran and Bougie (2013:244) described sampling as the “process of selecting a sufficient number of the right elements from the population”. An element is a single member of the population (Sekaran &Bougie, 2013:241). There are several types of sampling methods available and these include but are not limited to simple random sampling, non-probability sampling (convenience sampling, purposive sampling) and complex probability sampling which consists of systematic sampling, stratified random sampling, cluster sampling, area sampling and double sampling (Sekaran &Bougie, 2013).

However, for this study, a census was used and the questionnaire was distributed to the target population. The literature available on this type of research method (census) indicate that when utilising census, each and every item in the population is studied hence the responses obtained reflect the exact feelings of the items being studied.

### **3.4.4 Construction of instrument**

The instrument used for testing the factors influencing job satisfaction and organisation commitment was the structured questionnaire. Since the questionnaire included a big number of

questions, the research questionnaire was designed to have concrete, definite and predetermined questions of which the majority were multiple-choice and this assisted the researcher to speed up the responses. Moreover, the questionnaire had the same questions being asked to the participants and the wording used in these questions was the identical. Furthermore, one of the major reasons for standardising the wording of the questions was to make sure that participants were subjected to the exact same set of questions. The questionnaire distributed to participants consisted of the following three sections:

**Section A:** This section covered demographics and had a total of five questions based on gender, tenure/years of experience, ethnicity/race, geographical location/region as well as marital status.

**Section B:** The 17 questions in this section covered elements of organisational commitment such as affective, continuance, and normative commitment.

**Section C:** The 36 questions in this section related to aspects of job satisfaction. These aspects included pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication (Spector, 1994).

The organisational commitment questionnaire (OCQ) developed by Meyer and Allen 1990 was used to measure the level of commitment. The OCQ had a total of 26 questions some of which were eliminated from the questionnaire due to the relevance to the study and therefore a total of 17 questions were included in the questionnaire which consisted of three subsections of organisational commitment. Of the 17 questions asked, six were about affective commitment, five were about continuance commitment, and six were about normative commitment. Further, job satisfaction was measured using a job satisfaction questionnaire constructed by Spector in 1994 as cited in (Spector, 1997). The job satisfaction questionnaire had a total of 36 questions that dealt with the various types of job satisfaction.

### **3.4.5 Measurement of Organisational commitment**

The organisational commitment consisted of three different types of commitment, namely affective, continuance, and normative commitment. For this investigation, an organisational commitment questionnaire (OCQ) constructed by Meyer and Allen (1993) was adopted. The questionnaire had a total of 18 questions and some of the questions were modified in order to make

them suitable for the respondents participating in this study. Moreover, one question from the questionnaire which dealt with continuance commitment was removed as it was not relevant to the current study. Therefore, a total of 17 questions were used to gather the data related to organisational commitment. The section on affective commitment had six questions, that on continuance commitment had five questions, and on normative commitment there were six questions. The response to each question was subjected to a ranking using a Likert scale which ranged from 1 to 5. Based on the Likert scale, the numbers were used as an indication of how each respondent rated the answer with 1 representing “strongly disagree”, 2=“disagree”, 3=“undecided”, 4= “agree”, and 5=“strongly agree”.

#### **3.4.6 Measurement of Job satisfaction**

Job satisfaction consisted of nine facets which influence job satisfaction and it was measured using the job satisfaction survey questionnaire developed by Spector (1994). The job satisfaction questionnaire had a total of 36 questions and out of these 36 questions, each facet of job satisfaction had four questions measuring it. These facets consists of pay, supervision, promotion opportunities, fringe benefits, contingent rewards, operating conditions, relationship with co-workers, nature of work/job itself, and communication. The respondents’ answers to these questions were measured using a Likert scale which expressed the participants’ opinion about a specific question. As mentioned above, the Likert scale ranged from 1 to 5, with 1=“strongly disagree”, 2=“disagree”, 3=“undecided”, 4=“agree”, and 5=“strongly agree”.

### **3.5 DATA COLLECTION**

Primary data was collected through a structured questionnaire containing generic questions. All the questions in the questionnaire were in English and were presented with the exact wording and order to all participants. The order in which the questionnaire was structured was to ensure that all respondents answered to the same questions. Also, the use of the questionnaire enabled the researcher to survey a larger number of participants at a low cost because participants were spread throughout the country.

### **3.6 ADMINISTRATION OF QUESTIONNAIRE**

When conducting research there are several research tools that a researcher can use and these include but are not limited to observation, in-depth and group interviews, and survey questionnaires. For the purpose of the study, a structured questionnaire was distributed electronically (emailed) and the others were distributed by hand to participants. The reason behind this type of arrangement was that the study was conducted throughout the country and therefore it was impractical to distribute all the questionnaires as hard copies. Therefore, the participants from provinces other than KZN, received a soft copy of the same questionnaire which was emailed to them through the company's secretary. Those participants based in KZN received hard copies of the questionnaires as the researcher was also based in the same province. All the responses from the questionnaires were captured into Microsoft Excel and then loaded into SPSS for analysis.

### **3.7 ANALYSIS OF DATA**

Data analysis involves a process of summarising data into a manageable amount which can be utilised to determine relationship between variables, compare variables as well as identify the difference between variables by applying statistical techniques. After all the raw data had been captured, it was then analysed using statistical software called statistical package for the social sciences (SPSS) version 25.

In order to make the raw data meaningful, the participants' responses were analysed and interpreted using tables as well as complex statistical modelling to exhibit the relationship between the variables being examined. The statistical methods used were descriptive statistics and inferential statistics. Also, in order to use these statistical methods, some statistical assumptions were tested and these include testing to normal distribution of data among, other things. The normal distribution of data was tested through the measurement of kurtosis, skewness, and histograms. The skewness of data assists in measuring the symmetry or the lack of symmetry. In other words, if the data or distribution appear the exact same way on the left and right of the centre point then it is regarded as being symmetric. Since the skewness for a normal distributed data set is zero, any symmetric data set should have a skewness of zero. Kurtosis is another tool used to measure whether a set of data is heavily or lightly tailed in reference to the normal distribution. In other words, when the data set lacks outliers or has light tails it is said to have low kurtosis. Also,

in order to estimate the significance of data normality, a Shapiro-Wilk test was conducted on each element of organisational commitment and facets of job satisfaction. When conducting a Shapiro-Wilk test, the null hypothesis for this test assumes that the data is normally distributed. If for instance, the level of significance (alpha) chosen is 0.05 and the output value is above 0.05, this means a null hypothesis is not rejected. However, if the output value is below 0.05, then a null hypothesis is rejected and this means the data is not normally distributed.

### **3.7.1 Descriptive statistics**

According to Kaushik and Mathur (2014:1188), descriptive statistics is the “discipline of quantitatively describing the main features of a collection of information, or the quantitative description itself”. In this study, several descriptive statistics were used and these included means, frequencies, standard deviation, and percentages. Also, the same information was plotted in a graphical form to illustrate key information related to demographics of the sample as well as giving central tendency information such as mean for job satisfaction and organisation commitment. For both organisational commitment and job satisfaction, the means and standard deviations were used in order to determine the level of satisfaction and level of commitment to the organisation. Moreover, the means of both items were then compared to the central score of the Likert (3=“undecided”) in order to determine whether or not they were satisfied with the jobs and committed or not committed to the organisation.

### **3.7.2 Inferential statistics**

The current study involved several variables and therefore it was necessary to understand how these variables are related to each other. As discussed above, the research data was tested to check if it conforms to the assumptions of normal distributed data. The test for normality of data is vital as this guides the type of statistical tests that a researcher may choose from. In other words, when one wishes to test if the relationship exists between variables, the normality of data can then guide the researcher to choose from parametric or non-parametric statistical tools. For the current study, the research data did not conform to some assumptions for a normal distributed data and therefore non-parametric statistical tools were utilised. In particular, the Spearman’s rho correlation test was

utilised to study the association(s) between job satisfaction and organisational commitment. A Spearman's correlation is a test used to evaluate the monotonic relationship between two continuous variables and in this type of relationship the variables being tested tend to change together. However, the change between these two variables does not necessarily change at a constant rate. The Spearman's correlation coefficient ranges from -1 to +1, with -1 indicating a perfect negative correlation, +1 showing a perfect positive correlation while 0 indicates no correlation.

Also, the Kruskal-Wallis test was used to measure the significant difference between two or more variables. Furthermore, the Kruskal-Wallis test was specifically utilised to determine whether participants' views on certain aspects of the research differed significantly or not. A Kruskal-Wallis test assumes that the independent variables are not dependent on each other and the measurement of the dependent variable is ordinal or continuous.

### **3.8 RELIABILITY AND VALIDITY**

In general, when a research is conducted, most researchers attempt to generate tests that are valid and reliable in order to improve the accuracy of their assessments and evaluations. The two essential elements in the evaluation of the measurement of instrument are validity and reliability. Both these tests are conducted to ensure that they address the objectives of the research being conducted.

#### **3.8.1 Reliability**

According to Zohrabi (2013:259), "reliability deals with the consistency, dependability and replicability of the results obtained from a piece of research". To measure the internal consistency, the Cronbach alpha is usually the instrument used and its scale ranges from zero to 1. Based on Yang, Hwang and Chen (2011:7890), a "measure is reliable when different attempts at measuring something converge on the same result". According to Mafini and Pooe (2013:4), an internal consistency of 0.7 is recommended and this indicates that the "internal consistency estimates for the entire scale is acceptable". Yang *et al.* (2011:7890) stated that "Cronbach's alpha ( $\alpha$ ) coefficient indicates the degree of internal consistency or homogeneity among the items within the

measurement”. According to Marasinghe and Wijayaratne (2016:502), the following guidelines apply in terms of Cronbach’s alpha internal consistency :

- $\alpha \geq 0.9$  excellent;
- $0.7 \leq \alpha < 0.9$  good;
- $0.6 \leq \alpha < 0.7$  acceptable;
- $0.5 \leq \alpha < 0.6$  poor;
- $\alpha < 0.5$  unacceptable.

For this study, a Cronbach’s alpha test was conducted for the overall job satisfaction, individual job satisfaction facet, overall organisational commitment as well as three types of organisational commitment. Prior to testing for Cronbach’s alpha, all the negatively worded statements/questions in the questionnaire were changed/alterd. These changes only occurred in the section that dealt with job satisfaction (Section C in the questionnaire) and the questions that were altered are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34 and 36. For instance, if a respondent chose option 4 on the Likert scale which corresponds with “agree” with that statement, then this score was equivalent to 2 = “disagree” after the question was worded positively.

### **3.8.2 Validity**

Validity is a test of “how well an instrument that is developed measures a particular concept it is intended to measure” (Sekaran & Bougie, 2013:225). Cresswell (2014:201) on the other hand described validity as “one of the strengths of qualitative research and is based on determining whether the findings are accurate from the standpoint of the researcher, the participant, or the readers of an account”. This test helps to check whether the outcomes of the research are showing what they should be showing. When researchers test for the goodness of measures, they use several types of validity which include content validity, criterion-related validity, and construct validity.

#### ***3.8.2.1 Content validity***

Based on Brown (2000:8) views, content validity involves any “validity strategies that focus on the content of the test”. Also, to illustrate the content validity, the researcher usually examines the

extent to which a “test is a representative sample of the content of whatever objectives or specifications the test was originally designed to measure” (Brown, 2000:8). To examine the extent of match, test developers typically recruit highly skilled fellow workers to make judgments about the degree to which the test items match the test objectives or specifications.

### ***3.8.2.2 Criterion-related validity***

According to Castro-Pinero, Artero, Espana-Romero, Ortega, Sjöström, Suni and Ruiz (2010:934), this type of validity refers to the “extent to which a field test of a fitness component correlates with the criterion measure”. Brown (2000:8) on the other hand described criterion-related validity as the one that “usually includes any validity strategies that focus on the correlation of the test being validated with some well-respected outside measure(s) of the same objectives or specifications”.

### ***3.8.2.3 Construct validity***

According to Brown (2000:9), construct validity can be defined as the “experimental demonstration that a test is measuring the construct it claims to be measuring”.

## **3.9 ETHICAL CONSIDERATION**

A letter requesting permission to conduct research was obtained from ChemSystems management (Appendix 5). As part of the University rules, an ethical clearance letter was obtained from the University’s Ethics Committee through the research office (Appendix 6). This letter contains the project title and protocol reference number. Throughout the research, no names of participants/respondents were used or mentioned.

## **3.10 SUMMARY**

This chapter provided an introduction to the research methodology and also gave a description of the aim of the study. This was followed by an explanation and discussion of various forms of research paradigms including the type of research paradigm chosen for the current study. The

setting of the current study was explained and thereafter the research design was outlined. This involved the description of the study population, sample of the study, sampling method, construction of the research instrument, data collection method as well as detailing the method used for measuring both the dependent and independent variables. The administering of the research questionnaire was explained and the data analysis tools were also explained which included several statistical methods/tools which involved, among other things, reliability and validity of the research instrument, descriptive statistics, and inferential statistics. The chapter concluded by providing details of the ethical considerations steps taken to ensure that the research was not in breach according to university rules and procedures.

The next chapter, Chapter 4 provides a presentation of results as well as interpretation / analysis of these results.

## **CHAPTER 4: RESULTS PRESENTATION AND ANALYSIS**

### **4.1 INTRODUCTION**

The main focus of this chapter is to present the results of the study as well as analysis and interpretation of the data. The analysis of data was undertaken using SPSS version 25. Initially, the outcomes of the demographics (gender, race, marital status, region and tenure) are presented. This is followed by presenting the validity analysis, standard deviation, mean and normality of data distribution tests. To understand the relationship between job satisfaction and organisational commitment, several correlation tests as well as the significance level tests were conducted to summarise the responses of respondents with respect to factors affecting job satisfaction and organisational commitment. These are all presented in this chapter.

### **4.2 SAMPLE DEMOGRAPHICS**

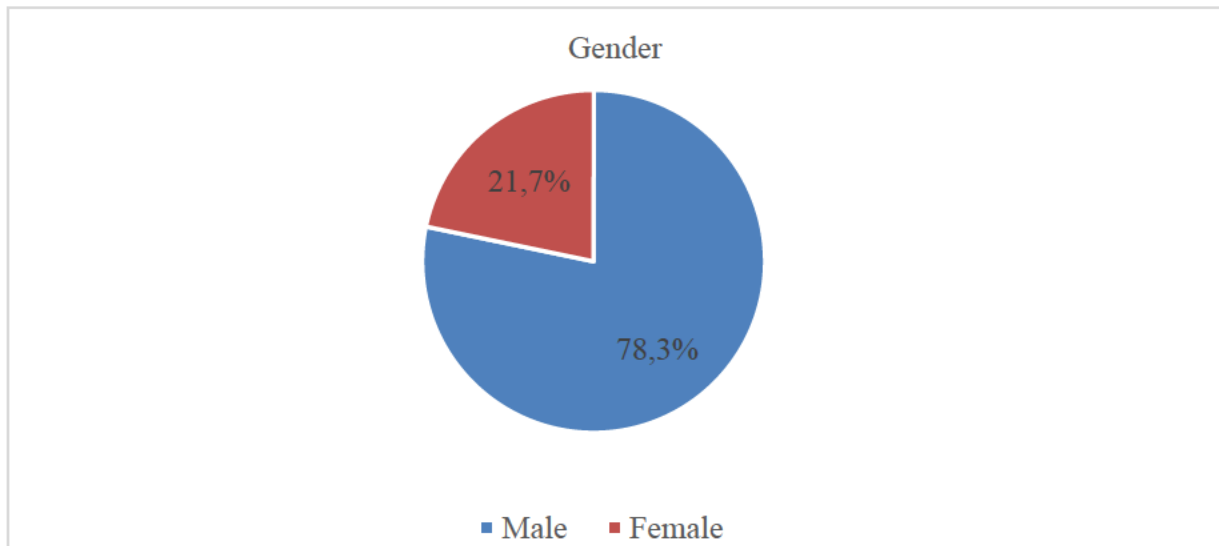
In the questionnaire distributed to the participants, Section A dealt with the demographics of the participants. The demographics characteristics that were examined in the study were gender, ethnicity, years of work experience, marital status and geographical location. Table 4.1 below demonstrates the composition of participants with respect to demographic characteristics.

**Table 4. 1: Demographic characteristics**

<b>Demographic</b>		<b>n</b>	<b>%</b>
Gender	Male	36	78.3
	Female	10	21.7
Marital status	Single	16	34.8
	Married	27	58.7
	Divorced	2	4.3
	Other	1	2.2
Tenure/Length of service	<5years	11	23.9
	5-10years	16	34.8
	10-20years	11	23.9
	20-30years	5	10.9
	30-40years	1	2.2
	>40years	2	4.3
Ethnicity/Race	African	16	34.8
	White	14	30.4
	Asian	12	26.1
	Coloured	3	6.5
	Other	1	2.2
Location/Region	KZN	25	54.3
	WC	1	2.2
	GP	19	41.3
	MP	1	2.2

In Table 4.1 above, n represents the number of respondents and % represents a percentage of respondents. A total of 46 respondents participated in the survey and answered questions related to gender, tenure, ethnicity, marital status and geographical location. Furthermore, the composition of each demographic characteristic is presented below Figures 4.1, 4.2, 4.3, 4.4 and 4.5.

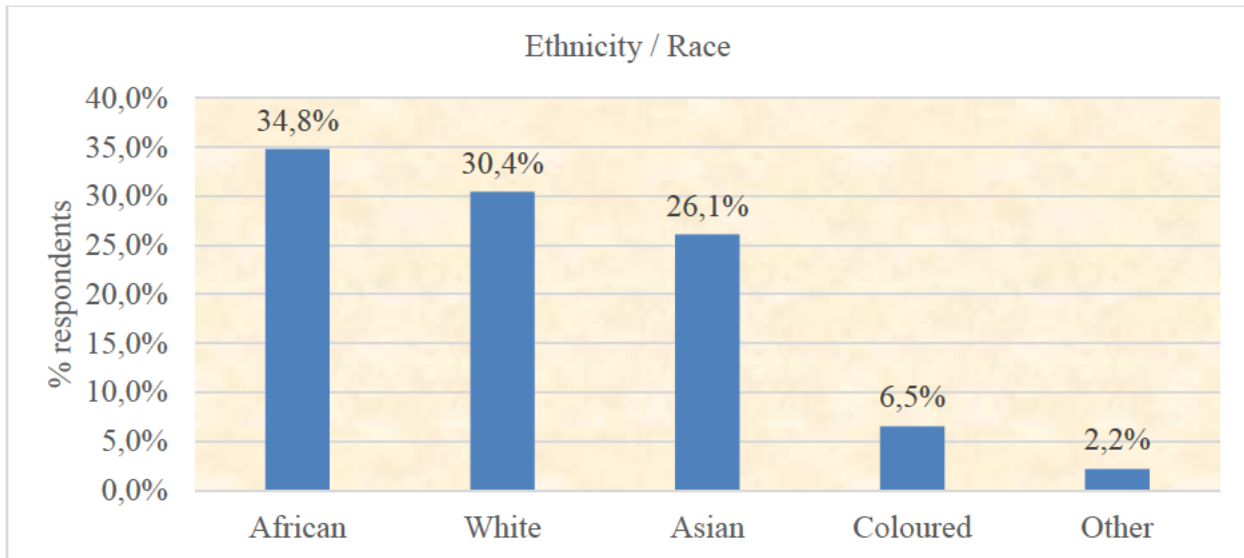
#### 4.2.1 Gender



**Figure 4. 1: Gender representation**

As demonstrated in Figure 4.1 above, the sample of research participants was comprised of 78.3 (36 respondents) males and 21.7% (10 respondents) females. Therefore, the bulk of respondents in this study were males.

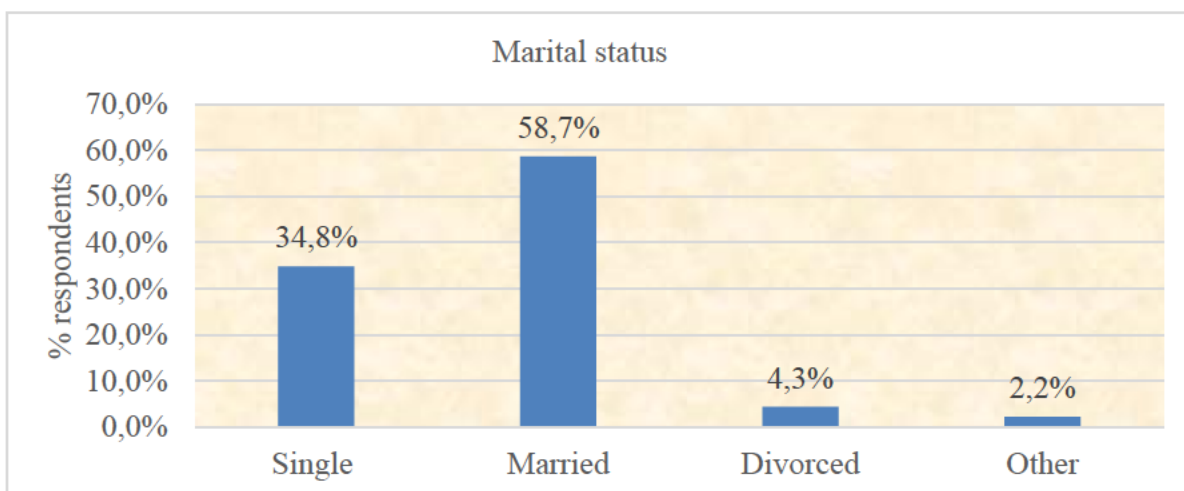
### 4.2.2 Ethnicity/Race



**Figure 4. 2: Ethnicity/Race representation**

Figure 4.2 shows that 16 respondents were Africans (34.8% of respondents), 14 respondents were White (30.4% of respondents), 12 respondents were Asian (26.1% of respondents), three respondents were Coloured (6.5% of respondents) and one respondent cited other race (2.2% of respondents). Therefore, a slight majority of respondents were Africans.

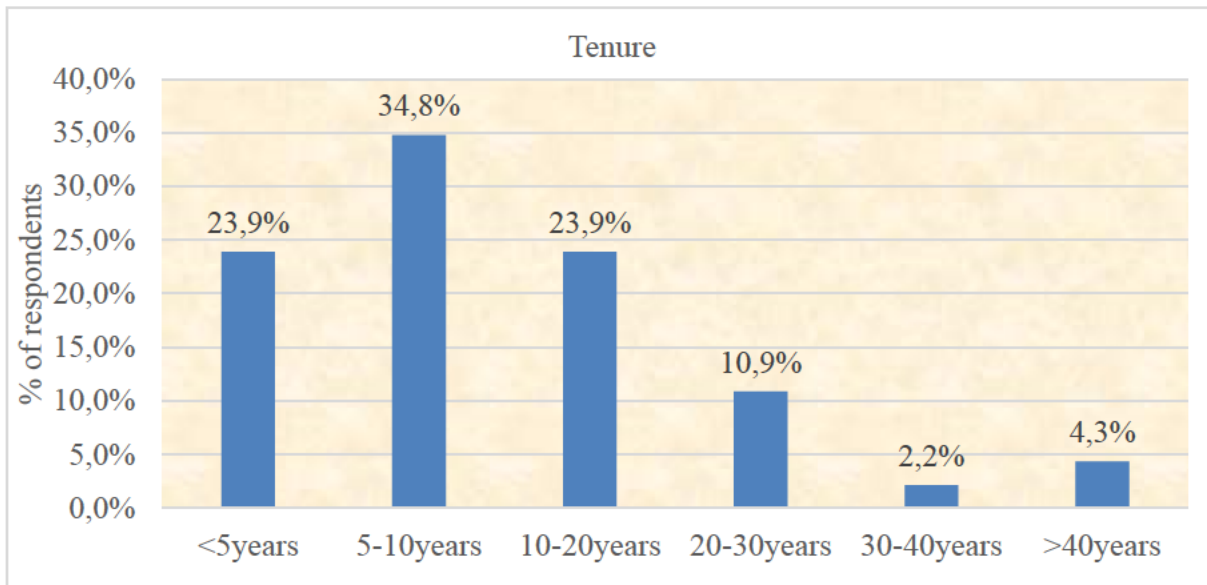
### 4.2.3 Marital status



**Figure 4. 3: Marital status representation**

Figure 4.3 shows that 27 respondents, which represents more than half, (58.7% of respondents) were married, whereas 16 respondents were single (34.8% of respondents), two were divorced (4.3% of respondents), and one respondent cited other (2.2% of respondents). Therefore, a majority of respondents were married.

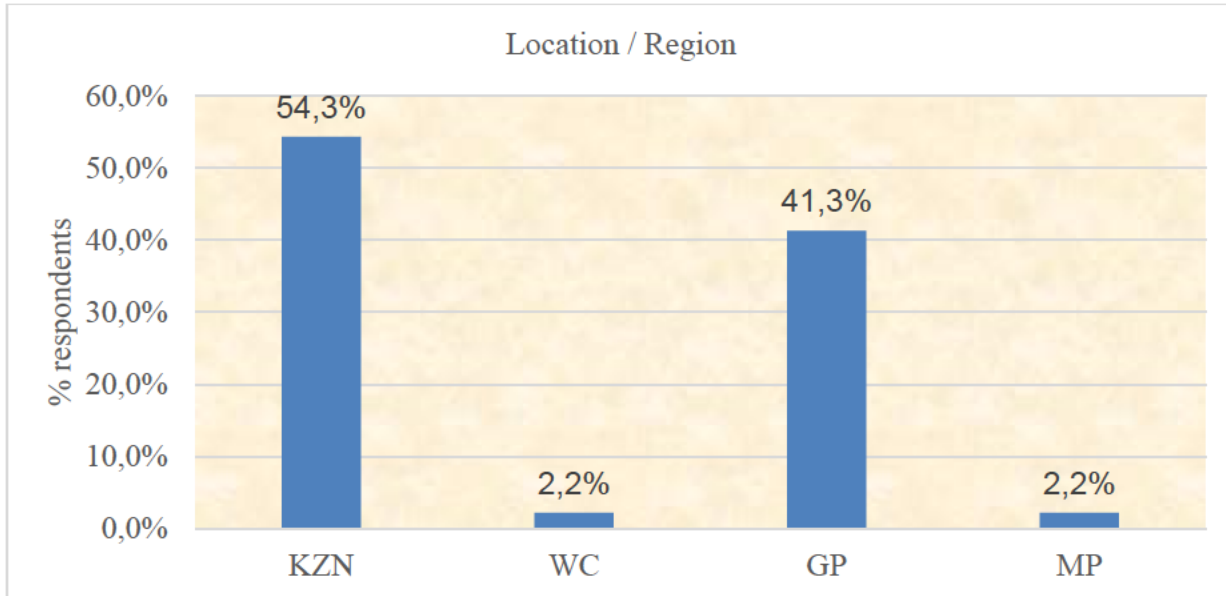
#### 4.2.4 Tenure/Length of service



**Figure 4. 4: Tenure/length of service**

Figure 4.4 shows that 11 respondents had been employed at ChemSystems for less than five years (23.9% of the respondents) while 16 respondents had been employed for a period between five to ten years (34.8% of the respondents). Also, 11 respondents had been employed from 10-20 years (23.9% of the respondents) with a further five respondents employed between 20-30 years (10.9% of the respondents). Lastly, one respondent had been employed for a period between 30-40 years (2.2% of the respondents) and two respondents had been employed at ChemSystems for more than 40 years (4.3% of the respondents). Therefore, the bulk of participants had been employed at ChemSystems for less than 10 years.

#### 4.2.5 Region/Geographic location



**Figure 4. 5: Geographic location/Region representation**

Figure 4.5 shows that 25 respondents, which represents 54.3%, were located in KwaZulu-Natal (KZN) with one respondent, which represents 2.2% of the respondents, was based in the Western Cape (WC). Also, 19 respondents, which represents 41.3%, were based in Gauteng (GP) while one respondent, which represent 2.2%, was based in Mpumalanga (MP). Therefore, the majority of participants were from KwaZulu-Natal.

#### 4.3 RELIABILITY ANALYSIS

A total of 46 participants completed the questionnaire. The reliability analysis showed that the data was reliable as the Cronbach's value was 0.642. Moreover, based on Marasinghe and Wijayarathne (2016:502) guidelines, a Cronbach's value between  $0.6 \leq \alpha < 0.7$  is considered acceptable. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

### 4.3.1 Overall reliability

**Table 4. 2: Overall reliability of the research instrument**

Reliability statistics	
Cronbach's Alpha	N of Items
0.642	17

The alpha coefficient for the three items (demographics, organisational commitment, and job satisfaction) is 0.642, suggesting that the items have relatively acceptable internal consistency. Note that a reliability coefficient of 0.50 or higher is considered acceptable in most research studies.

### 4.3.2 Reliability of job satisfaction

**Table 4. 3: Reliability of job satisfaction facets**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's alpha
Pay	25.7554	15.743	0.649	0.820	0.846
Promotion	26.0109	17.764	0.548	0.831	
Supervision	24.7174	16.868	0.606	0.825	
Fringe Benefits	25.5435	16.501	0.629	0.822	
Contigent Rewards	25.5978	15.921	0.737	0.809	
Operating Conditions	25.4728	19.059	0.377	0.846	
Coworkers	24.7446	18.185	0.561	0.831	
Nature of work	24.7228	19.656	0.303	0.852	
Communication	25.3043	16.953	0.619	0.824	

The overall Cronbach coefficient for the facets of job satisfaction was 0.846. Also, all the individual facets of job satisfaction had a Cronbach's coefficient above 0.8 and therefore they were all used in the study since they were above the minimum threshold of 0.5. Moreover, the high Cronbach's coefficient also suggests that these items are highly correlated to each other.

### 4.3.3 Reliability of organisational commitment

**Table 4. 4: Reliability of elements of organisational commitment**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's alpha
Affective commitment	5.974	0.777	0.320	0.521	0.550
Continuance commitment	6.302	0.511	0.295	0.623	
Normative commitment	6.109	0.556	0.527	0.188	

The overall reliability coefficient for elements of organisational commitment was 0.550. Also, of the three elements of organisational commitment, normative commitment had the lowest reliability coefficient (0.188) followed by affective commitment (0.521) with continuance commitment that had the highest reliability coefficient of 0.623. Since the overall reliability coefficient was above 0.5, all the elements of organisational commitment were used in the study. Also, since the Cronbach's coefficient is sensitive to the number of items in a test, this could be the reason why organisational commitment elements had a relatively low coefficient in comparison to the facets of job satisfaction (Tavakol & Dennick, 2011).

## 4.4 DESCRIPTIVE STATISTICS

The SPSS was utilised for analysing the responses of the participants and these analysis techniques included the mean, standard deviation and correlation. Prior to the analysis of the participants' responses, the data was tested for normality and this was conducted by utilising statistical tools such as skewness, kurtosis and the Shapiro-Wilk significance test. The details of the test results are demonstrated Table 4.5 below.

#### 4.4.1 Normal data distribution test

**Table 4. 5: Normal data distribution test**

		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Organisational Commitment	Affective commitment	0.216	42	0.000	0.938	42	0.024
	Continuance commitment	0.134	42	0.055	0.945	42	0.043
	Normative commitment	0.103	42	.200 <sup>*</sup>	0.980	42	0.646
Job Satisfaction	Pay	0.132	42	0.065	0.969	42	0.312
	Promotion	0.082	42	.200 <sup>*</sup>	0.976	42	0.519
	Supervision	0.247	42	0.000	0.848	42	0.000
	Fringe benefits	0.171	42	0.003	0.904	42	0.002
	Contingent rewards	0.148	42	0.022	0.953	42	0.082
	Operating conditions	0.170	42	0.004	0.930	42	0.013
	Co-workers	0.129	42	0.074	0.959	42	0.134
	Nature of work	0.216	42	0.000	0.896	42	0.001
	Communication	0.174	42	0.003	0.950	42	0.062

\*. This is a lower bound of the true significance.

#### a. Lilliefors Significance Correction

The majority of results of the job satisfaction facets which represent overall job satisfaction and elements of organisational commitment were below the Shapiro-Wilk threshold ( $P > 0.05$ ). The Shapiro-Wilk test assumes that the data of the variables is normally distributed and the sample significance should be above the 0.05 threshold in order to use parametric test statistics tools. Since the p-values of some elements of job satisfaction and organisational commitment were below 0.05, it violated one of the assumptions of normal distribution and this suggests the data was not normally distributed – hence non-parametric statistics tools were used.

#### 4.4.2 Descriptive statistics for organisational commitment

**Table 4. 6: Standard deviation and mean for organisational commitment**

	N	Range	Minimum	Maximum	Mean	Std. Error	Std. Deviation	Variance
Affective Commitment	44	2.00	2.33	4.33	3.235	0.061	0.407	0.166
Continuance Commitment	45	2.20	2.00	4.20	2.907	0.092	0.616	0.379
Normative Commitment	44	2.00	2.17	4.17	3.098	0.069	0.455	0.207
Organisational Commitment	42	1.65	2.24	3.88	3.074	0.054	0.349	0.122

The organisational commitment was measured using these three elements, namely affective, normative, and continuance commitment. These three elements measured various aspects of organisational commitment using a Likert scale which ranged from 1 to 5, where 1=strongly disagree and 5=strongly agree. Table 4.6 shows that the level of commitment for affective commitment was 3.24, for continuance commitment was 2.91, and for normative commitment it was 3.10. Also, the mean score for all three elements of organisational commitment was 3.07 which was slightly higher than 3 (Table 4.6) and this indicates that ChemSystems employees are marginally committed to the organisation. Moreover, the employees showed more commitment to the components of affective commitment than to the other two elements of organisational commitment as demonstrated in appendix 1. The standard deviation for affective commitment was 0.407, it was 0.616 for continuance commitment, and 0.455 for normative commitment (Table 4.6 above). The relatively low standard deviation for all these elements indicate that consensus exists amongst the three elements of organisational commitment.

#### 4.4.3 Descriptive statistics for job satisfaction

**Table 4. 7: Standard deviation and mean for job satisfaction**

	N	Range	Minimum	Maximum	Mean	Std. Error	Std. Deviation	Variance
Pay	46	3.75	1.00	4.75	2.73	0.14	0.96	0.92
Promotion	46	3.00	1.00	4.00	2.47	0.11	0.72	0.52
Supervision	46	3.75	1.25	5.00	3.77	0.12	0.82	0.67
Fringe Benefits	46	3.00	1.00	4.00	2.94	0.13	0.86	0.73
Contigent rewards	46	3.25	1.00	4.25	2.89	0.12	0.85	0.72
Operating conditions	46	2.75	1.25	4.00	3.01	0.10	0.65	0.42
Co-workers	46	3.00	2.00	5.00	3.74	0.09	0.63	0.40
Nature of work	46	2.75	2.25	5.00	3.76	0.09	0.60	0.36
Communication	46	3.75	1.00	4.75	3.18	0.12	0.79	0.63
<b>Job satisfaction</b>	<b>46</b>	<b>2.28</b>	<b>1.64</b>	<b>3.92</b>	<b>3.16</b>	<b>0.08</b>	<b>0.52</b>	<b>0.27</b>

The facets of job satisfaction were measured using the Likert scale which ranged from 1 to 5, with 1 and 5 representing “strongly disagree” and “strongly agree” respectively. Therefore, the middle scale for the level of job satisfaction was represented by 3. The level of satisfaction for pay was 2.73, promotion was 2.47, supervision was 3.77, fringe benefits was 2.94, contingent rewards was 2.89, operating conditions was 3.01, co-workers was 3.74, nature of work was 3.76, and

communication was 3.18. Based on Table 4.7 above, there were several facets of job satisfaction that had the mean score below the middle scale (3) and these were pay, promotion, fringe benefits, and contingent rewards. Also, those facets that had a mean score above 3 were supervision, operating conditions, co-workers, nature of work as well as the communication. It can thus be seen from Table 4.7 that the standard deviation of all facets of job satisfaction were low and this indicates that ChemSystems employees had consensus on job satisfaction.

## **4.5 CORRELATION RESULTS**

In order to answer research questions, several correlations were conducted to obtain a better understating of the relationship that exists between various aspects of job satisfaction and organisational commitment.

### **4.5.1 Which demographic variable have major influence on employee job satisfaction at ChemSystems? (Research question one)**

The relationship between job satisfaction and various demographic factors was examined using the correlation tests. Initially, the overall job satisfaction was tested against all demographic factors and it was later tested against facets of job satisfaction. These correlations are demonstrated below.

#### 4.5.1.1 Demographics and overall job satisfaction

**Table 4. 8: Correlation between job satisfaction and demographics**

		Gender	Race / Ethnicity	Marital status	Tenure	Region / Geographic location	Job satisfaction
Gender	Correlation Coefficient	1.000	-0.182	-0.166	-.303 <sup>*</sup>	.376 <sup>*</sup>	0.124
	Sig. (2-tailed)		0.233	0.281	0.043	0.011	0.419
	N	45	45	44	45	45	45
Race / Ethnicity	Correlation Coefficient	-0.182	1.000	0.122	0.114	-0.096	0.085
	Sig. (2-tailed)	0.233		0.426	0.451	0.525	0.573
	N	45	46	45	46	46	46
Marital status	Correlation Coefficient	-0.166	0.122	1.000	.376 <sup>*</sup>	-0.033	0.259
	Sig. (2-tailed)	0.281	0.426		0.011	0.829	0.086
	N	44	45	45	45	45	45
Tenure	Correlation Coefficient	-.303 <sup>*</sup>	0.114	.376 <sup>*</sup>	1.000	-.300 <sup>*</sup>	0.149
	Sig. (2-tailed)	0.043	0.451	0.011		0.043	0.322
	N	45	46	45	46	46	46
Region / Geographic location	Correlation Coefficient	.376 <sup>*</sup>	-0.096	-0.033	-.300 <sup>*</sup>	1.000	0.251
	Sig. (2-tailed)	0.011	0.525	0.829	0.043		0.092
	N	45	46	45	46	46	46
Job satisfaction	Correlation Coefficient	0.124	0.085	0.259	0.149	0.251	1.000
	Sig. (2-tailed)	0.419	0.573	0.086	0.322	0.092	
	N	45	46	45	46	46	46

\*. Correlation is significant at the 0.05 level (2-tailed).

All demographic factors were correlated with the overall job satisfaction and based on the outcomes obtained, all these factors of demographic indicated a weak positive insignificant relationship with job satisfaction. Based on the correlation results of these factors, ethnicity/race indicated the lowest correlation with job satisfaction (0.085), followed by gender with (0.124), tenure with (0.149), region/geographic location with (0.251), and lastly marital status with (0.259). These results indicate that the selected demographics for the study do not have a major influence on ChemSystems employees' perceptions concerning their overall job satisfaction.

Since all these factors showed positive correlation outcomes with the overall job satisfaction, the investigator correlated these demographic factors individually with facets of job satisfaction. This was done in order to establish whether these demographic factors correlate to specific facets of job satisfaction. These individual correlations are demonstrated below.

#### 4.5.1.2 Gender and job satisfaction facets

**Table 4. 9: Correlation between gender and facets of job satisfaction**

		Gender	Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication
Gender	Correlation Coefficient	1.000	0.170	-0.149	0.160	0.261	0.035	0.052	0.048	0.088	-0.099
	Sig. (2-tailed)		0.265	0.329	0.293	0.083	0.818	0.733	0.755	0.565	0.516
	N	45	45	45	45	45	45	45	45	45	45
Pay	Correlation Coefficient	0.170	1.000	.487**	.447**	.666**	.626**	0.179	.390**	.294*	0.286
	Sig. (2-tailed)	0.265		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054
	N	45	46	46	46	46	46	46	46	46	46
Promotion	Correlation Coefficient	-0.149	.487**	1.000	.329*	.400**	.544**	-0.018	0.043	0.220	.445**
	Sig. (2-tailed)	0.329	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002
	N	45	46	46	46	46	46	46	46	46	46
Supervision	Correlation Coefficient	0.160	.447**	.329*	1.000	.366*	.624**	.422**	.567**	0.276	.467**
	Sig. (2-tailed)	0.293	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001
	N	45	46	46	46	46	46	46	46	46	46
Fringe benefits	Correlation Coefficient	0.261	.666**	.400**	.366*	1.000	.597**	0.198	0.171	0.086	0.210
	Sig. (2-tailed)	0.083	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162
	N	45	46	46	46	46	46	46	46	46	46
Contingent rewards	Correlation Coefficient	0.035	.626**	.544**	.624**	.597**	1.000	0.214	.352*	0.193	.468**
	Sig. (2-tailed)	0.818	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001
	N	45	46	46	46	46	46	46	46	46	46
Operating conditions	Correlation Coefficient	0.052	0.179	-0.018	.422**	0.198	0.214	1.000	.392**	0.001	.336*
	Sig. (2-tailed)	0.733	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022
	N	45	46	46	46	46	46	46	46	46	46
Co-workers	Correlation Coefficient	0.048	.390**	0.043	.567**	0.171	.352*	.392**	1.000	.377**	.362*
	Sig. (2-tailed)	0.755	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013
	N	45	46	46	46	46	46	46	46	46	46
Nature of work	Correlation Coefficient	0.088	.294*	0.220	0.276	0.086	0.193	0.001	.377**	1.000	0.184
	Sig. (2-tailed)	0.565	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220
	N	45	46	46	46	46	46	46	46	46	46
Communication	Correlation Coefficient	-0.099	0.286	.445**	.467**	0.210	.468**	.336*	.362*	0.184	1.000
	Sig. (2-tailed)	0.516	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220	
	N	45	46	46	46	46	46	46	46	46	46

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

\**. Correlation is significant at the 0.05 level (2-tailed).*

When gender was correlated with all job satisfaction facets, both weak positive and negative correlations were observed; however, none of these correlations had a significant relationship with gender. Moreover, the positive correlation was only observed with pay (0.170), supervision (0.160), fringe benefits (0.261), contingent rewards (0.035), co-worker (0.048), operating conditions (0.052) and nature of work (0.088). The negative relationship was obtained when gender was correlated with promotion (-0.149) and communication (-0.099) as can be seen in

Table 4.9 above. Therefore, based on the outcomes above, it can be said that gender does not affect job satisfaction significantly.

#### 4.5.1.3 Ethnicity/Race vs. job satisfaction facets

**Table 4. 10: Correlation between ethnicity and facets of job satisfaction**

		Race	Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication
Race	Correlation Coefficient	1.000	0.110	0.085	-0.125	0.160	0.106	-0.007	-0.043	0.243	0.118
	Sig. (2-tailed)		0.468	0.576	0.410	0.287	0.484	0.962	0.779	0.104	0.436
	N	46	46	46	46	46	46	46	46	46	46
Pay	Correlation Coefficient	0.110	1.000	.487 <sup>**</sup>	.447 <sup>**</sup>	.666 <sup>**</sup>	.626 <sup>**</sup>	0.179	.390 <sup>**</sup>	.294 <sup>*</sup>	0.286
	Sig. (2-tailed)	0.468		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054
	N	46	46	46	46	46	46	46	46	46	46
Promotion	Correlation Coefficient	0.085	.487 <sup>**</sup>	1.000	.329 <sup>*</sup>	.400 <sup>**</sup>	.544 <sup>**</sup>	-0.018	0.043	0.220	.445 <sup>**</sup>
	Sig. (2-tailed)	0.576	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002
	N	46	46	46	46	46	46	46	46	46	46
Supervision	Correlation Coefficient	-0.125	.447 <sup>**</sup>	.329 <sup>*</sup>	1.000	.366 <sup>*</sup>	.624 <sup>**</sup>	.422 <sup>**</sup>	.567 <sup>**</sup>	0.276	.467 <sup>**</sup>
	Sig. (2-tailed)	0.410	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001
	N	46	46	46	46	46	46	46	46	46	46
Fringe benefits	Correlation Coefficient	0.160	.666 <sup>**</sup>	.400 <sup>**</sup>	.366 <sup>*</sup>	1.000	.597 <sup>**</sup>	0.198	0.171	0.086	0.210
	Sig. (2-tailed)	0.287	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162
	N	46	46	46	46	46	46	46	46	46	46
Contingent rewards	Correlation Coefficient	0.106	.626 <sup>**</sup>	.544 <sup>**</sup>	.624 <sup>**</sup>	.597 <sup>**</sup>	1.000	0.214	.352 <sup>*</sup>	0.193	.468 <sup>**</sup>
	Sig. (2-tailed)	0.484	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001
	N	46	46	46	46	46	46	46	46	46	46
Operating conditions	Correlation Coefficient	-0.007	0.179	-0.018	.422 <sup>**</sup>	0.198	0.214	1.000	.392 <sup>**</sup>	0.001	.336 <sup>*</sup>
	Sig. (2-tailed)	0.962	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022
	N	46	46	46	46	46	46	46	46	46	46
Co-workers	Correlation Coefficient	-0.043	.390 <sup>**</sup>	0.043	.567 <sup>**</sup>	0.171	.352 <sup>*</sup>	.392 <sup>**</sup>	1.000	.377 <sup>**</sup>	.362 <sup>*</sup>
	Sig. (2-tailed)	0.779	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013
	N	46	46	46	46	46	46	46	46	46	46
Nature of work	Correlation Coefficient	0.243	.294 <sup>*</sup>	0.220	0.276	0.086	0.193	0.001	.377 <sup>**</sup>	1.000	0.184
	Sig. (2-tailed)	0.104	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220
	N	46	46	46	46	46	46	46	46	46	46
Communication	Correlation Coefficient	0.118	0.286	.445 <sup>**</sup>	.467 <sup>**</sup>	0.210	.468 <sup>**</sup>	.336 <sup>*</sup>	.362 <sup>*</sup>	0.184	1.000
	Sig. (2-tailed)	0.436	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220	
	N	46	46	46	46	46	46	46	46	46	46

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

When ethnicity/race was correlated with all job satisfaction facets, both weak positive and negative correlations were observed; however, none of these correlations had a significant relationship with

ethnicity. Moreover, the positive correlation was observed with pay (0.110), promotion (0.085), fringe benefits (0.160), contingent rewards (0.106), nature of work (0.243), and communication (0.118). A negative relationship was obtained when ethnicity was correlated with co-workers (-0.043), operating conditions (-0.007), and supervision (-0.125), as can be seen in Table 4.10 above. Therefore, ethnicity did not have a significant impact on job satisfaction in the present study.

#### 4.5.1.4 Marital status vs. job satisfaction facets

**Table 4. 11: Correlation between marital status and facets of job satisfaction**

		Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication	Marital status
Pay	Correlation Coefficient	1.000	.487**	.447**	.666**	.626**	0.179	.390**	.294*	0.286	.371*
	Sig. (2-tailed)		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054	0.012
	N	46	46	46	46	46	46	46	46	46	45
Promotion	Correlation Coefficient	.487**	1.000	.329*	.400**	.544**	-0.018	0.043	0.220	.445**	.310*
	Sig. (2-tailed)	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002	0.038
	N	46	46	46	46	46	46	46	46	46	45
Supervision	Correlation Coefficient	.447**	.329*	1.000	.366*	.624**	.422**	.567**	0.276	.467**	0.043
	Sig. (2-tailed)	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001	0.780
	N	46	46	46	46	46	46	46	46	46	45
Fringe benefits	Correlation Coefficient	.666**	.400**	.366*	1.000	.597**	0.198	0.171	0.086	0.210	0.271
	Sig. (2-tailed)	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162	0.072
	N	46	46	46	46	46	46	46	46	46	45
Contingent rewards	Correlation Coefficient	.626**	.544**	.624**	.597**	1.000	0.214	.352*	0.193	.468**	0.279
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001	0.063
	N	46	46	46	46	46	46	46	46	46	45
Operating conditions	Correlation Coefficient	0.179	-0.018	.422**	0.198	0.214	1.000	.392**	0.001	.336*	-0.202
	Sig. (2-tailed)	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022	0.183
	N	46	46	46	46	46	46	46	46	46	45
Co-workers	Correlation Coefficient	.390**	0.043	.567**	0.171	.352*	.392**	1.000	.377**	.362*	0.014
	Sig. (2-tailed)	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013	0.927
	N	46	46	46	46	46	46	46	46	46	45
Nature of work	Correlation Coefficient	.294*	0.220	0.276	0.086	0.193	0.001	.377**	1.000	0.184	0.230
	Sig. (2-tailed)	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220	0.129
	N	46	46	46	46	46	46	46	46	46	45
Communication	Correlation Coefficient	0.286	.445**	.467**	0.210	.468**	.336*	.362*	0.184	1.000	0.259
	Sig. (2-tailed)	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220		0.086
	N	46	46	46	46	46	46	46	46	46	45
Marital status	Correlation Coefficient	.371*	.310*	0.043	0.271	0.279	-0.202	0.014	0.230	0.259	1.000
	Sig. (2-tailed)	0.012	0.038	0.780	0.072	0.063	0.183	0.927	0.129	0.086	
	N	45	45	45	45	45	45	45	45	45	45

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

\**. Correlation is significant at the 0.05 level (2-tailed).*

Table 4.11 above shows there were two facets of job satisfaction that had a weak positive relationship with marital status and these relationships were obtained at a significance level of 0.05. Moreover, these facets consisted of pay (0.371) and promotion (0.310). Other facets also correlated with marital status positively and negatively but these relationships were not statistically significant. Facets such as supervision (0.043), fringe benefits (0.271), contingent rewards (0.279), co-workers (0.014), nature of work (0.230), and communication (0.259) had a weak positive relationship whereas those that correlated negatively only involved the operating conditions (-0.202). The above results imply that marital status for ChemSystems employees has a major influence on both pay and promotion opportunities. In other words, the results suggest that ChemSystems employees who have a different marital status are satisfied with pay and promotion while they are not satisfied with other aspects of job satisfaction.

**Table 4. 12: Kruskal-Wallis test between demographics and facets of job satisfaction**

<b>Marital status</b>		<b>Pay</b>	<b>Promotion</b>
	Kruskal-Wallis H	7.479	5.877
	df	2	2
	Asymp. Sig.	0.024	0.053

A Kruskal-Wallis test was conducted between various forms of marital status and pay in order to determine if there are any statistical differences between these items. Based on the results shown in Table 4.12, pay had a statistically significant difference across various types of marital status whereas the promotion had the same views across various forms of marital status. Therefore, the results imply that married and unmarried employees at ChemSystems have different views regarding satisfaction with pay while they have similar views of promotion.

From the research questionnaire under section C, the statements that dealt with promotion were question 2, 11, 20 and 33. Based on the frequency distribution on appendix 3, both married and unmarried employees shared similar views with regards to their chances of promotion by agreeing that there are little chances of promotion in their jobs. Furthermore, they also expressed their disagreement with regards to a fair chance of promotion regardless of whether or not they do a good job. Therefore, these results imply that ChemSystems employees do not feel that the organisation provides sufficient opportunities for career progression.

Also, from the research questionnaire there were statements that related to pay and these statements are 1, 10, 19 and 28. From appendix 4, the frequency distribution indicated that employees with different marital status had different views when it comes to pay. For instance, when employees were asked if the amount of money they were paid (salary) makes them feel unappreciated, the majority of employees who are not married agreed whereas the majority of married employees disagreed. These results indicate that married employees were content with their income while unmarried employees needed extra income. Moreover, the difference in perceptions between these groups of employees could be that the current salary fulfils the family needs for married employees whereas it does not for unmarried employees.

#### 4.5.1.5 Tenure/years of experience vs. job satisfaction facets

**Table 4. 13: Correlation between tenure and facets of job satisfaction**

		Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication	Tenure
Pay	Correlation Coefficient	1.000	.487 <sup>**</sup>	.447 <sup>**</sup>	.666 <sup>**</sup>	.626 <sup>**</sup>	0.179	.390 <sup>**</sup>	.294 <sup>*</sup>	0.286	0.087
	Sig. (2-tailed)		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054	0.564
	N	46	46	46	46	46	46	46	46	46	46
Promotion	Correlation Coefficient	.487 <sup>**</sup>	1.000	.329 <sup>*</sup>	.400 <sup>**</sup>	.544 <sup>**</sup>	-0.018	0.043	0.220	.445 <sup>**</sup>	0.073
	Sig. (2-tailed)	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002	0.631
	N	46	46	46	46	46	46	46	46	46	46
Supervision	Correlation Coefficient	.447 <sup>**</sup>	.329 <sup>*</sup>	1.000	.366 <sup>*</sup>	.624 <sup>**</sup>	.422 <sup>**</sup>	.567 <sup>**</sup>	0.276	.467 <sup>**</sup>	-0.047
	Sig. (2-tailed)	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001	0.754
	N	46	46	46	46	46	46	46	46	46	46
Fringe benefits	Correlation Coefficient	.666 <sup>**</sup>	.400 <sup>**</sup>	.366 <sup>*</sup>	1.000	.597 <sup>**</sup>	0.198	0.171	0.086	0.210	0.109
	Sig. (2-tailed)	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162	0.470
	N	46	46	46	46	46	46	46	46	46	46
Contingent rewards	Correlation Coefficient	.626 <sup>**</sup>	.544 <sup>**</sup>	.624 <sup>**</sup>	.597 <sup>**</sup>	1.000	0.214	.352 <sup>*</sup>	0.193	.468 <sup>**</sup>	0.099
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001	0.511
	N	46	46	46	46	46	46	46	46	46	46
Operating conditions	Correlation Coefficient	0.179	-0.018	.422 <sup>**</sup>	0.198	0.214	1.000	.392 <sup>**</sup>	0.001	.336 <sup>*</sup>	-0.032
	Sig. (2-tailed)	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022	0.834
	N	46	46	46	46	46	46	46	46	46	46
Co-workers	Correlation Coefficient	.390 <sup>**</sup>	0.043	.567 <sup>**</sup>	0.171	.352 <sup>*</sup>	.392 <sup>**</sup>	1.000	.377 <sup>**</sup>	.362 <sup>*</sup>	0.177
	Sig. (2-tailed)	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013	0.240
	N	46	46	46	46	46	46	46	46	46	46
Nature of work	Correlation Coefficient	.294 <sup>*</sup>	0.220	0.276	0.086	0.193	0.001	.377 <sup>**</sup>	1.000	0.184	0.276
	Sig. (2-tailed)	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220	0.063
	N	46	46	46	46	46	46	46	46	46	46
Communication	Correlation Coefficient	0.286	.445 <sup>**</sup>	.467 <sup>**</sup>	0.210	.468 <sup>**</sup>	.336 <sup>*</sup>	.362 <sup>*</sup>	0.184	1.000	0.103
	Sig. (2-tailed)	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220		0.497
	N	46	46	46	46	46	46	46	46	46	46
Tenure	Correlation Coefficient	0.087	0.073	-0.047	0.109	0.099	-0.032	0.177	0.276	0.103	1.000
	Sig. (2-tailed)	0.564	0.631	0.754	0.470	0.511	0.834	0.240	0.063	0.497	
	N	46	46	46	46	46	46	46	46	46	46

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

\**. Correlation is significant at the 0.05 level (2-tailed).*

All job satisfaction facets did not correlate significantly with tenure. Although there was no major correlation between these items, both positive and negative relationships were observed when the facets of job satisfaction were correlated against the length of service. Those that correlated positive were pay (0.087), promotion (0.073), fringe benefits (0.109), contingent rewards (0.099),

co-workers (0.177), communication (0.103) and nature of work (0.276), whereas operating conditions (-0.032) and supervision (-0.047) correlated negatively with tenure. These results indicate that the length of service an employee has on the job and years in the organisation do not have a statistically significant impact on job satisfaction of ChemSystems employees.

#### 4.5.1.6 Geographic location vs. job satisfaction facets

**Table 4. 14: Correlation between geographic location and facets of job satisfaction**

		Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication	Region / Geographic location
Pay	Correlation Coefficient	1.000	.487**	.447**	.666**	.626**	0.179	.390**	.294*	0.286	0.182
	Sig. (2-tailed)		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054	0.226
	N	46	46	46	46	46	46	46	46	46	46
Promotion	Correlation Coefficient	.487**	1.000	.329*	.400**	.544**	-0.018	0.043	0.220	.445**	0.073
	Sig. (2-tailed)	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002	0.628
	N	46	46	46	46	46	46	46	46	46	46
Supervision	Correlation Coefficient	.447**	.329*	1.000	.366*	.624**	.422**	.567**	0.276	.467**	.328*
	Sig. (2-tailed)	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001	0.026
	N	46	46	46	46	46	46	46	46	46	46
Fringe benefits	Correlation Coefficient	.666**	.400**	.366*	1.000	.597**	0.198	0.171	0.086	0.210	0.107
	Sig. (2-tailed)	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162	0.478
	N	46	46	46	46	46	46	46	46	46	46
Contingent rewards	Correlation Coefficient	.626**	.544**	.624**	.597**	1.000	0.214	.352*	0.193	.468**	0.239
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001	0.109
	N	46	46	46	46	46	46	46	46	46	46
Operating conditions	Correlation Coefficient	0.179	-0.018	.422**	0.198	0.214	1.000	.392**	0.001	.336*	0.038
	Sig. (2-tailed)	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022	0.803
	N	46	46	46	46	46	46	46	46	46	46
Co-workers	Correlation Coefficient	.390**	0.043	.567**	0.171	.352*	.392**	1.000	.377**	.362*	.311*
	Sig. (2-tailed)	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013	0.035
	N	46	46	46	46	46	46	46	46	46	46
Nature of work	Correlation Coefficient	.294*	0.220	0.276	0.086	0.193	0.001	.377**	1.000	0.184	0.165
	Sig. (2-tailed)	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220	0.272
	N	46	46	46	46	46	46	46	46	46	46
Communication	Correlation Coefficient	0.286	.445**	.467**	0.210	.468**	.336*	.362*	0.184	1.000	0.199
	Sig. (2-tailed)	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220		0.184
	N	46	46	46	46	46	46	46	46	46	46
Region	Correlation Coefficient	0.182	0.073	.328*	0.107	0.239	0.038	.311*	0.165	0.199	1.000
	Sig. (2-tailed)	0.226	0.628	0.026	0.478	0.109	0.803	0.035	0.272	0.184	
	N	46	46	46	46	46	46	46	46	46	46

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

As observed from Table 4.14 above, both supervision and co-workers were the only job satisfaction facets that demonstrated a significant positive relationship with region/geographic location. The correlation of these facets was significant at a level of significance of 0.05 and the correlation values for both the supervision and co-workers were 0.328 and 0.311 respectively. Furthermore, other aspects of job satisfaction such as pay (0.182), promotion (0.073), fringe benefits (0.107), contingent rewards (0.239), nature of work (0.165), operating conditions (0.038), and communication (0.199) demonstrated positive weak correlation. The results imply that ChemSystems employees in various geographical locations throughout the country are satisfied with the relationships and support received from both their supervisor and fellow workers.

**Table 4. 15 : Kruskal-Wallis test between geographic location and supervision as well as co-workers**

	<b>Supervision</b>	<b>Co-workers</b>
<b>Kruskal-Wallis H</b>	7.320	5.350
<b>df</b>	3	3
<b>Asymp. Sig.</b>	0.062	0.148

*a. Kruskal-Wallis Test*

*b. Grouping Variable: Region*

From Table 4.15 above, it can be observed that there were insignificant statistical differences between geographic location and supervision as well as co-workers. The p-values for supervision and co-workers were 0.062 and 0.148 respectively and both figures were above the significance level of 0.05. Therefore, these outcomes show that there was no statistical difference among various categories of geographic location in how they view satisfaction with supervision and relationship with co-workers.

## 4.5.2 Which demographic factor(s) have a major influence on organisational commitment at ChemSystems? (Research question two)

### 4.5.2.1 Demographics and overall organisational commitment

**Table 4. 16: Correlation between demographics and overall organisational commitment**

		Gender	Race	Marital status	Tenure	Region / Geographic location	Organisational commitment
Gender	Correlation Coefficient	1.000	-0.182	-0.166	-.303 <sup>*</sup>	.376 <sup>*</sup>	-0.185
	Sig. (2-tailed)		0.233	0.281	0.043	0.011	0.247
	N	45	45	44	45	45	41
Race	Correlation Coefficient	-0.182	1.000	0.122	0.114	-0.096	0.276
	Sig. (2-tailed)	0.233		0.426	0.451	0.525	0.077
	N	45	46	45	46	46	42
Marital status	Correlation Coefficient	-0.166	0.122	1.000	.376 <sup>*</sup>	-0.033	.313 <sup>*</sup>
	Sig. (2-tailed)	0.281	0.426		0.011	0.829	0.046
	N	44	45	45	45	45	41
Tenure	Correlation Coefficient	-.303 <sup>*</sup>	0.114	.376 <sup>*</sup>	1.000	-.300 <sup>*</sup>	0.276
	Sig. (2-tailed)	0.043	0.451	0.011		0.043	0.077
	N	45	46	45	46	46	42
Region	Correlation Coefficient	.376 <sup>*</sup>	-0.096	-0.033	-.300 <sup>*</sup>	1.000	-0.297
	Sig. (2-tailed)	0.011	0.525	0.829	0.043		0.056
	N	45	46	45	46	46	42
Organisational commitment	Correlation Coefficient	-0.185	0.276	.313 <sup>*</sup>	0.276	-0.297	1.000
	Sig. (2-tailed)	0.247	0.077	0.046	0.077	0.056	
	N	41	42	41	42	42	42

\*. Correlation is significant at the 0.05 level (2-tailed).

All the demographics factors that were tested in the study were correlated against overall organisational commitment and based on the results, marital status was the only factor that had a positive significant association with the overall organisational commitment. Moreover, the correlation was 0.313 and it was obtained at a significance level of 0.05. There were also an insignificant positive and negative correlation observed when other demographics were tested against organisational commitment. Ethnicity (0.276) and tenure (0.276) had a positive correlation whereas a negative relationship was seen with both gender (-0.185) and region/geographic location (-0.297). The results indicate that marital status has a major impact to the overall organisational commitment while other demographic factors do not have a major impact on organisational commitment. Since the correlation results between demographic factors and overall organisational

commitment had mixed outcomes, the demographic factors were tested further against the individual elements of organisational commitment. This was done in order to establish whether these factors have a major impact on individual elements of organisation commitment.

#### 4.5.2.2 Affective commitment and demographics

**Table 4. 17: Correlation between affective commitment and demographics**

		Gender	Race	Marital status	Tenure	Region / Geographic location	Affective commitment
Gender	Correlation Coefficient	1.000	-0.182	-0.166	-.303 <sup>*</sup>	.376 <sup>*</sup>	-0.122
	Sig. (2-tailed)		0.233	0.281	0.043	0.011	0.436
	N	45	45	44	45	45	43
Race	Correlation Coefficient	-0.182	1.000	0.122	0.114	-0.096	.400 <sup>**</sup>
	Sig. (2-tailed)	0.233		0.426	0.451	0.525	0.007
	N	45	46	45	46	46	44
Marital status	Correlation Coefficient	-0.166	0.122	1.000	.376 <sup>*</sup>	-0.033	.421 <sup>**</sup>
	Sig. (2-tailed)	0.281	0.426		0.011	0.829	0.005
	N	44	45	45	45	45	43
Tenure	Correlation Coefficient	-.303 <sup>*</sup>	0.114	.376 <sup>*</sup>	1.000	-.300 <sup>*</sup>	0.202
	Sig. (2-tailed)	0.043	0.451	0.011		0.043	0.190
	N	45	46	45	46	46	44
Region / Geographic location	Correlation Coefficient	.376 <sup>*</sup>	-0.096	-0.033	-.300 <sup>*</sup>	1.000	-0.132
	Sig. (2-tailed)	0.011	0.525	0.829	0.043		0.391
	N	45	46	45	46	46	44
Affective commitment	Correlation Coefficient	-0.122	.400 <sup>**</sup>	.421 <sup>**</sup>	0.202	-0.132	1.000
	Sig. (2-tailed)	0.436	0.007	0.005	0.190	0.391	
	N	43	44	43	44	44	44

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 4.17 above indicates that the only demographic factors that had a positive significant association with affective commitment were ethnicity/race and marital status. The correlation of ethnicity/race with affective commitment was 0.400 while marital status had a correlation of 0.421 and both these correlations were obtained at a significant level of 0.01. Moreover, other types of demographics had both a positive and negative insignificant correlation with affective commitment. Those that had a negative relationship were geographic location (-0.132) and gender

(-0.122), whereas tenure (0.202) was the only element that correlated positively. Since marital status and ethnicity were the only elements of demographics that had a significant relationship with affective commitment, these demographic factors were tested further to determine if there were differences regarding how employees view affective commitment.

**Table 4. 18: Kruskal-Wallis test between demographics and affective**

		Affective Commitment
<b>Marital status</b>	Kruskal-Wallis H	7.445
	df	2
	Asymp. Sig.	0.024
<b>Race / Ethnicity</b>	Kruskal-Wallis H	7.922
	df	4
	Asymp. Sig.	0.094

The Kruskal-Wallis test showed a significant correlation between marital status and affective commitment whereas an insignificant correlation between ethnicity and affective commitment was observed. These findings suggest that ChemSystems employees with different marital status view affective commitment differently whereas similar views were observed irrespective of ethnical background when affective commitment was tested against ethnicity.

#### 4.5.2.3 Normative commitment and demographics

**Table 4. 19: Correlation between normative commitment and demographics**

		Gender	Race	Marital status	Tenure	Region / Geographic location	Normative commitment
<b>Gender</b>	Correlation Coefficient	1.000	-0.182	-0.166	-.303 <sup>*</sup>	.376 <sup>*</sup>	-.324 <sup>*</sup>
	Sig. (2-tailed)		0.233	0.281	0.043	0.011	0.034
	N	45	45	44	45	45	43
<b>Race</b>	Correlation Coefficient	-0.182	1.000	0.122	0.114	-0.096	.299 <sup>*</sup>
	Sig. (2-tailed)	0.233		0.426	0.451	0.525	0.048
	N	45	46	45	46	46	44
<b>Marital status</b>	Correlation Coefficient	-0.166	0.122	1.000	.376 <sup>*</sup>	-0.033	0.256
	Sig. (2-tailed)	0.281	0.426		0.011	0.829	0.098
	N	44	45	45	45	45	43
<b>Tenure</b>	Correlation Coefficient	-.303 <sup>*</sup>	0.114	.376 <sup>*</sup>	1.000	-.300 <sup>*</sup>	.322 <sup>*</sup>
	Sig. (2-tailed)	0.043	0.451	0.011		0.043	0.033
	N	45	46	45	46	46	44
<b>Region / Geographic location</b>	Correlation Coefficient	.376 <sup>*</sup>	-0.096	-0.033	-.300 <sup>*</sup>	1.000	-.318 <sup>*</sup>
	Sig. (2-tailed)	0.011	0.525	0.829	0.043		0.036
	N	45	46	45	46	46	44
<b>Normative commitment</b>	Correlation Coefficient	-.324 <sup>*</sup>	.299 <sup>*</sup>	0.256	.322 <sup>*</sup>	-.318 <sup>*</sup>	1.000
	Sig. (2-tailed)	0.034	0.048	0.098	0.033	0.036	
	N	43	44	43	44	44	44

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.19 shows that gender, ethnicity, tenure and geographical location were the only demographic factors that correlated significantly (at 0.05) with normative commitment. They had both a negative and positive correlation with normative commitment, where gender and geographic location had a correlation of -0.324 and -0.318 respectively. A positive correlation was observed with ethnicity (0.299) and tenure (0.322). Also, marital status was the only demographic factor that did not have a significant correlation with normative commitment. The results imply that employees have more connection with normative commitment compared to other elements of organisational commitment. Moreover, since it is evident that employees relate differently towards normative commitment based on various demographic factors, a Kruskal-Wallis test was conducted in order to test the significance of these differences.

**Table 4. 20: Kruskal-Wallis test between demographics and normative commitment**

		Normative Commitment
Gender	Kruskal-Wallis H	4.405
	df	1
	Asymp. Sig.	0.036
Ethnicity / race	Kruskal-Wallis H	5.164
	df	4
	Asymp. Sig.	0.271
Tenure / Length of service	Kruskal-Wallis H	8.794
	df	5
	Asymp. Sig.	0.118
Region / Geographic location	Kruskal-Wallis H	10.123
	df	3
	Asymp. Sig.	0.018

From all the factors of demographics, gender, ethnicity, length of service, and geographic location were the only factors that had a significant relationship with normative commitment.

Gender had a p-value of 0.036 and this was below the significant level of 0.05. This means the views of males and females differed regarding normative commitment. Ethnicity on the other side had a p-value of 0.271 which was above a significance level of 0.05 and this shows that employees had similar views on how they perceive normative commitment. Also, the length of service also had a p-value of 0.118 which was insignificant and that represented similar views among employees irrespective of their length of service. Lastly, the geographical location had a p-value of 0.018 which was below the significance level of 0.05 and this indicates differences in views of ChemSystems employees regarding normative commitment.

#### 4.5.2.4 Continuance commitment and demographics

**Table 4. 21: Correlation between continuance commitment and demographics**

		Gender	Race	Marital status	Tenure	Region / Geographic location	Continuance commitment
Gender	Correlation Coefficient	1.000	-0.182	-0.166	-.303 <sup>*</sup>	.376 <sup>*</sup>	-0.065
	Sig. (2-tailed)		0.233	0.281	0.043	0.011	0.676
	N	45	45	44	45	45	44
Race	Correlation Coefficient	-0.182	1.000	0.122	0.114	-0.096	-0.117
	Sig. (2-tailed)	0.233		0.426	0.451	0.525	0.443
	N	45	46	45	46	46	45
Marital status	Correlation Coefficient	-0.166	0.122	1.000	.376 <sup>*</sup>	-0.033	0.044
	Sig. (2-tailed)	0.281	0.426		0.011	0.829	0.778
	N	44	45	45	45	45	44
Tenure	Correlation Coefficient	-.303 <sup>*</sup>	0.114	.376 <sup>*</sup>	1.000	-.300 <sup>*</sup>	0.152
	Sig. (2-tailed)	0.043	0.451	0.011		0.043	0.318
	N	45	46	45	46	46	45
Region / Geographic location	Correlation Coefficient	.376 <sup>*</sup>	-0.096	-0.033	-.300 <sup>*</sup>	1.000	-0.232
	Sig. (2-tailed)	0.011	0.525	0.829	0.043		0.126
	N	45	46	45	46	46	45
Continuance commitment	Correlation Coefficient	-0.065	-0.117	0.044	0.152	-0.232	1.000
	Sig. (2-tailed)	0.676	0.443	0.778	0.318	0.126	
	N	44	45	44	45	45	45

\*. Correlation is significant at the 0.05 level (2-tailed).

As observed from Table 4.21 above that none of the demographic variables had a significant association with continuance commitment. Although these demographic variables did not correlate significantly, some positive and negative relationships were observed. Gender (-0.065), ethnicity (-0.117), and geographic location (-0.232) all correlated negatively with continuance commitment in comparison with marital status (0.044) and tenure (0.152) which had a positive relationship.

#### 4.5.3 Which facet(s) of job satisfaction do ChemSystems employees consider important with regard to how they rate their level of job satisfaction? (Research question three)

**Table 4. 22: Correlation between facets of job satisfaction and overall job satisfaction**

		Job satisfaction	Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Coworkers	Nature of work	Communication
Job satisfaction	Correlation Coefficient	1.000	.798**	.576**	.763**	.662**	.804**	.460**	.560**	.420**	.594**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.004	0.000
	N	46	46	46	46	46	46	46	46	46	46
Pay	Correlation Coefficient	.798**	1.000	.487**	.447**	.666**	.626**	0.179	.390**	.294*	0.286
	Sig. (2-tailed)	0.000		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054
	N	46	46	46	46	46	46	46	46	46	46
Promotion	Correlation Coefficient	.576**	.487**	1.000	.329*	.400**	.544**	-0.018	0.043	0.220	.445**
	Sig. (2-tailed)	0.000	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002
	N	46	46	46	46	46	46	46	46	46	46
Supervision	Correlation Coefficient	.763**	.447**	.329*	1.000	.366*	.624**	.422**	.567**	0.276	.467**
	Sig. (2-tailed)	0.000	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001
	N	46	46	46	46	46	46	46	46	46	46
Fringe benefits	Correlation Coefficient	.662**	.666**	.400**	.366*	1.000	.597**	0.198	0.171	0.086	0.210
	Sig. (2-tailed)	0.000	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162
	N	46	46	46	46	46	46	46	46	46	46
Contingent rewards	Correlation Coefficient	.804**	.626**	.544**	.624**	.597**	1.000	0.214	.352*	0.193	.468**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001
	N	46	46	46	46	46	46	46	46	46	46
Operating conditions	Correlation Coefficient	.460**	0.179	-0.018	.422**	0.198	0.214	1.000	.392**	0.001	.336*
	Sig. (2-tailed)	0.001	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022
	N	46	46	46	46	46	46	46	46	46	46
Coworkers	Correlation Coefficient	.560**	.390**	0.043	.567**	0.171	.352*	.392**	1.000	.377**	.362*
	Sig. (2-tailed)	0.000	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013
	N	46	46	46	46	46	46	46	46	46	46
Nature of work	Correlation Coefficient	.420**	.294*	0.220	0.276	0.086	0.193	0.001	.377**	1.000	0.184
	Sig. (2-tailed)	0.004	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220
	N	46	46	46	46	46	46	46	46	46	46
Communication	Correlation Coefficient	.594**	0.286	.445**	.467**	0.210	.468**	.336*	.362*	0.184	1.000
	Sig. (2-tailed)	0.000	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220	
	N	46	46	46	46	46	46	46	46	46	46

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

\**. Correlation is significant at the 0.05 level (2-tailed).*

From Table 4.22 above, the facets of job satisfaction were tested against the overall job satisfaction and this was done to establish the type of facet that had a higher connection with the overall job satisfaction. The higher correlation of facet with the overall job satisfaction would mean that facet is the one that ChemSystems employees regard as important in relation to their job satisfaction. Table 4.22 shows that the nature of work (0.420) was the facet which had the lowest correlation while contingent rewards had the highest correlation of 0.804 and both were obtained at a significant level of 0.01.

**4.5.4 Which element(s) of organisational commitment do ChemSystems employees consider important with regard to how they rate their level of commitment in the organisation? (Research question four)**

**Table 4. 23: Correlation between organisational commitment and elements of organisational commitment**

		Affective commitment	Continuance commitment	Normative commitment	Organisational commitment
Affective commitment	Correlation Coefficient	1.000	0.150	.370 <sup>*</sup>	.582 <sup>**</sup>
	Sig. (2-tailed)		0.330	0.016	0.000
	N	44	44	42	42
Continuance commitment	Correlation Coefficient	0.150	1.000	0.298	.679 <sup>**</sup>
	Sig. (2-tailed)	0.330		0.052	0.000
	N	44	45	43	42
Normative commitment	Correlation Coefficient	.370 <sup>*</sup>	0.298	1.000	.812 <sup>**</sup>
	Sig. (2-tailed)	0.016	0.052		0.000
	N	42	43	44	42
Organisational commitment	Correlation Coefficient	.582 <sup>**</sup>	.679 <sup>**</sup>	.812 <sup>**</sup>	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	42	42	42	42

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

From Table 4.23, the overall organisational commitment was tested against the elements of organisational commitment (affective, continuance, and normative commitment). Based on correlation results, all these elements had positive and significant association with the overall organisational commitment. Moreover, all these elements of organisational commitment had correlation at a significant level of 0.01, with normative commitment obtaining the highest correlation (0.812) followed by continuance commitment (0.679) and lastly affective commitment (0.582). The results indicate that ChemSystems employees are more committed to the elements associated with normative commitment than to other types of commitment.

Since one of the objective of the study was to develop and make recommendations aimed at improving the overall commitment of employees, a correlation test between overall job satisfaction as well as overall organisational commitment was done. This was conducted in order to identify

specific facets of job satisfaction that have strong correlation with particular elements of organisational commitment. Moreover, since the literature shows that job satisfaction influences organisational commitment, those facets of job satisfaction that ChemSystems employees were not satisfied with were used as the basis for developing strategies aimed at improving these facets.

**Table 4. 24: Correlation between organisational commitment and job satisfaction**

		<b>Job satisfaction</b>	<b>Organisational commitment</b>
<b>Job satisfaction</b>	Correlation Coefficient	1.000	0.046
	Sig. (2-tailed)		0.771
	N	46	42
<b>Organisational commitment</b>	Correlation Coefficient	0.046	1.000
	Sig. (2-tailed)	0.771	
	N	42	42

There was a positive weak and insignificant relationship observed when job satisfaction was tested against organisational commitment. The correlation between the two items was 0.046. This relationship between the two items suggests that when an employee is satisfied with their work that does not automatically translate into organisational commitment.

**Table 4. 25: Correlation between affective commitment and facets of job satisfaction**

		Affective commitment	Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication
Affective commitment	Correlation Coefficient	1.000	-0.016	0.207	-0.066	-0.006	-0.009	-.329 <sup>*</sup>	-0.177	.313 <sup>*</sup>	0.068
	Sig. (2-tailed)		0.916	0.177	0.670	0.967	0.956	0.029	0.250	0.039	0.662
	N	44	44	44	44	44	44	44	44	44	44
Pay	Correlation Coefficient	-0.016	1.000	.487 <sup>**</sup>	.447 <sup>**</sup>	.666 <sup>**</sup>	.626 <sup>**</sup>	0.179	.390 <sup>**</sup>	.294 <sup>*</sup>	0.286
	Sig. (2-tailed)	0.916		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054
	N	44	46	46	46	46	46	46	46	46	46
Promotion	Correlation Coefficient	0.207	.487 <sup>**</sup>	1.000	.329 <sup>*</sup>	.400 <sup>**</sup>	.544 <sup>**</sup>	-0.018	0.043	0.220	.445 <sup>**</sup>
	Sig. (2-tailed)	0.177	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002
	N	44	46	46	46	46	46	46	46	46	46
Supervision	Correlation Coefficient	-0.066	.447 <sup>**</sup>	.329 <sup>*</sup>	1.000	.366 <sup>*</sup>	.624 <sup>**</sup>	.422 <sup>**</sup>	.567 <sup>**</sup>	0.276	.467 <sup>**</sup>
	Sig. (2-tailed)	0.670	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001
	N	44	46	46	46	46	46	46	46	46	46
Fringe benefits	Correlation Coefficient	-0.006	.666 <sup>**</sup>	.400 <sup>**</sup>	.366 <sup>*</sup>	1.000	.597 <sup>**</sup>	0.198	0.171	0.086	0.210
	Sig. (2-tailed)	0.967	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162
	N	44	46	46	46	46	46	46	46	46	46
Contingent rewards	Correlation Coefficient	-0.009	.626 <sup>**</sup>	.544 <sup>**</sup>	.624 <sup>**</sup>	.597 <sup>**</sup>	1.000	0.214	.352 <sup>*</sup>	0.193	.468 <sup>**</sup>
	Sig. (2-tailed)	0.956	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001
	N	44	46	46	46	46	46	46	46	46	46
Operating conditions	Correlation Coefficient	-.329 <sup>*</sup>	0.179	-0.018	.422 <sup>**</sup>	0.198	0.214	1.000	.392 <sup>**</sup>	0.001	.336 <sup>*</sup>
	Sig. (2-tailed)	0.029	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022
	N	44	46	46	46	46	46	46	46	46	46
Co-workers	Correlation Coefficient	-0.177	.390 <sup>**</sup>	0.043	.567 <sup>**</sup>	0.171	.352 <sup>*</sup>	.392 <sup>**</sup>	1.000	.377 <sup>**</sup>	.362 <sup>*</sup>
	Sig. (2-tailed)	0.250	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013
	N	44	46	46	46	46	46	46	46	46	46
Nature of work	Correlation Coefficient	.313 <sup>*</sup>	.294 <sup>*</sup>	0.220	0.276	0.086	0.193	0.001	.377 <sup>**</sup>	1.000	0.184
	Sig. (2-tailed)	0.039	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220
	N	44	46	46	46	46	46	46	46	46	46
Communication	Correlation Coefficient	0.068	0.286	.445 <sup>**</sup>	.467 <sup>**</sup>	0.210	.468 <sup>**</sup>	.336 <sup>*</sup>	.362 <sup>*</sup>	0.184	1.000
	Sig. (2-tailed)	0.662	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220	
	N	44	46	46	46	46	46	46	46	46	46

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.25 shows the only job satisfaction facets that had a significant association with affective commitment were operating conditions and nature of work. The operating conditions had a negative relationship (-0.329) whereas the nature of work had positive correlation (0.313) and the correlation of both these facets was significant at 0.05.

Other job satisfaction facets had a positive and negative correlations with affective comment but none of these correlations was significant. Those that had a positive relationship comprised communication (0.068) and promotion (0.207), while those with a negative relationship included

co-workers (-0.177), contingent rewards (-0.009), fringe benefits (-0.006), supervision (-0.066), and pay (-0.016).

**Table 4. 26: Correlation between facets of job satisfaction and continuance commitment**

		Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication	Continuance Commitment
Pay	Correlation Coefficient	1.000	.487 <sup>**</sup>	.447 <sup>**</sup>	.666 <sup>**</sup>	.626 <sup>**</sup>	0.179	.390 <sup>**</sup>	.294 <sup>*</sup>	0.286	0.057
	Sig. (2-tailed)		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054	0.712
	N	46	46	46	46	46	46	46	46	46	45
Promotion	Correlation Coefficient	.487 <sup>**</sup>	1.000	.329 <sup>*</sup>	.400 <sup>**</sup>	.544 <sup>**</sup>	-0.018	0.043	0.220	.445 <sup>**</sup>	0.283
	Sig. (2-tailed)	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002	0.060
	N	46	46	46	46	46	46	46	46	46	45
Supervision	Correlation Coefficient	.447 <sup>**</sup>	.329 <sup>*</sup>	1.000	.366 <sup>*</sup>	.624 <sup>**</sup>	.422 <sup>**</sup>	.567 <sup>**</sup>	0.276	.467 <sup>**</sup>	0.012
	Sig. (2-tailed)	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001	0.939
	N	46	46	46	46	46	46	46	46	46	45
Fringe benefits	Correlation Coefficient	.666 <sup>**</sup>	.400 <sup>**</sup>	.366 <sup>*</sup>	1.000	.597 <sup>**</sup>	0.198	0.171	0.086	0.210	0.042
	Sig. (2-tailed)	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162	0.786
	N	46	46	46	46	46	46	46	46	46	45
Contingent rewards	Correlation Coefficient	.626 <sup>**</sup>	.544 <sup>**</sup>	.624 <sup>**</sup>	.597 <sup>**</sup>	1.000	0.214	.352 <sup>*</sup>	0.193	.468 <sup>**</sup>	0.166
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001	0.276
	N	46	46	46	46	46	46	46	46	46	45
Operating conditions	Correlation Coefficient	0.179	-0.018	.422 <sup>**</sup>	0.198	0.214	1.000	.392 <sup>**</sup>	0.001	.336 <sup>*</sup>	-0.048
	Sig. (2-tailed)	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022	0.752
	N	46	46	46	46	46	46	46	46	46	45
Co-workers	Correlation Coefficient	.390 <sup>**</sup>	0.043	.567 <sup>**</sup>	0.171	.352 <sup>*</sup>	.392 <sup>**</sup>	1.000	.377 <sup>**</sup>	.362 <sup>*</sup>	0.020
	Sig. (2-tailed)	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013	0.898
	N	46	46	46	46	46	46	46	46	46	45
Nature of work	Correlation Coefficient	.294 <sup>*</sup>	0.220	0.276	0.086	0.193	0.001	.377 <sup>**</sup>	1.000	0.184	-0.071
	Sig. (2-tailed)	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220	0.641
	N	46	46	46	46	46	46	46	46	46	45
Communication	Correlation Coefficient	0.286	.445 <sup>**</sup>	.467 <sup>**</sup>	0.210	.468 <sup>**</sup>	.336 <sup>*</sup>	.362 <sup>*</sup>	0.184	1.000	0.223
	Sig. (2-tailed)	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220		0.141
	N	46	46	46	46	46	46	46	46	46	45
Continuance commitment	Correlation Coefficient	0.057	0.283	0.012	0.042	0.166	-0.048	0.020	-0.071	0.223	1.000
	Sig. (2-tailed)	0.712	0.060	0.939	0.786	0.276	0.752	0.898	0.641	0.141	
	N	45	45	45	45	45	45	45	45	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

From Table 4.26 above, there was no significant correlation observed between the facets of job satisfaction and continuance commitment. Even though there was an insignificant correlation between these items, some elements of job satisfaction had a positive and negative relationship. Those that had a positive correlation include pay (0.057), promotion (0.283), supervision (0.012), fringe benefits (0.042), contingent rewards (0.166), co-workers (0.020), and communication

(0.223). The nature of work (-0.071) and operating conditions (-0.048) were the only elements that correlated negatively.

**Table 4. 27: Correlation between facets of job satisfaction and normative commitment**

		Pay	Promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication	Normative Commitment
Pay	Correlation Coefficient	1.000	.487 <sup>**</sup>	.447 <sup>**</sup>	.666 <sup>**</sup>	.626 <sup>**</sup>	0.179	.390 <sup>**</sup>	.294 <sup>*</sup>	0.286	0.125
	Sig. (2-tailed)		0.001	0.002	0.000	0.000	0.234	0.007	0.047	0.054	0.419
	N	46	46	46	46	46	46	46	46	46	44
Promotion	Correlation Coefficient	.487 <sup>**</sup>	1.000	.329 <sup>*</sup>	.400 <sup>**</sup>	.544 <sup>**</sup>	-0.018	0.043	0.220	.445 <sup>**</sup>	.398 <sup>**</sup>
	Sig. (2-tailed)	0.001		0.025	0.006	0.000	0.903	0.777	0.141	0.002	0.008
	N	46	46	46	46	46	46	46	46	46	44
Supervision	Correlation Coefficient	.447 <sup>**</sup>	.329 <sup>*</sup>	1.000	.366 <sup>*</sup>	.624 <sup>**</sup>	.422 <sup>**</sup>	.567 <sup>**</sup>	0.276	.467 <sup>**</sup>	-0.163
	Sig. (2-tailed)	0.002	0.025		0.012	0.000	0.004	0.000	0.063	0.001	0.291
	N	46	46	46	46	46	46	46	46	46	44
Fringe benefits	Correlation Coefficient	.666 <sup>**</sup>	.400 <sup>**</sup>	.366 <sup>*</sup>	1.000	.597 <sup>**</sup>	0.198	0.171	0.086	0.210	0.132
	Sig. (2-tailed)	0.000	0.006	0.012		0.000	0.188	0.256	0.572	0.162	0.392
	N	46	46	46	46	46	46	46	46	46	44
Contingent rewards	Correlation Coefficient	.626 <sup>**</sup>	.544 <sup>**</sup>	.624 <sup>**</sup>	.597 <sup>**</sup>	1.000	0.214	.352 <sup>*</sup>	0.193	.468 <sup>**</sup>	0.053
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.153	0.017	0.198	0.001	0.733
	N	46	46	46	46	46	46	46	46	46	44
Operating conditions	Correlation Coefficient	0.179	-0.018	.422 <sup>**</sup>	0.198	0.214	1.000	.392 <sup>**</sup>	0.001	.336 <sup>*</sup>	-0.076
	Sig. (2-tailed)	0.234	0.903	0.004	0.188	0.153		0.007	0.996	0.022	0.622
	N	46	46	46	46	46	46	46	46	46	44
Co-workers	Correlation Coefficient	.390 <sup>**</sup>	0.043	.567 <sup>**</sup>	0.171	.352 <sup>*</sup>	.392 <sup>**</sup>	1.000	.377 <sup>**</sup>	.362 <sup>*</sup>	-0.036
	Sig. (2-tailed)	0.007	0.777	0.000	0.256	0.017	0.007		0.010	0.013	0.819
	N	46	46	46	46	46	46	46	46	46	44
Nature of work	Correlation Coefficient	.294 <sup>*</sup>	0.220	0.276	0.086	0.193	0.001	.377 <sup>**</sup>	1.000	0.184	0.164
	Sig. (2-tailed)	0.047	0.141	0.063	0.572	0.198	0.996	0.010		0.220	0.287
	N	46	46	46	46	46	46	46	46	46	44
Communication	Correlation Coefficient	0.286	.445 <sup>**</sup>	.467 <sup>**</sup>	0.210	.468 <sup>**</sup>	.336 <sup>*</sup>	.362 <sup>*</sup>	0.184	1.000	0.015
	Sig. (2-tailed)	0.054	0.002	0.001	0.162	0.001	0.022	0.013	0.220		0.921
	N	46	46	46	46	46	46	46	46	46	44
Normative commitment	Correlation Coefficient	0.125	.398 <sup>**</sup>	-0.163	0.132	0.053	-0.076	-0.036	0.164	0.015	1.000
	Sig. (2-tailed)	0.419	0.008	0.291	0.392	0.733	0.622	0.819	0.287	0.921	
	N	44	44	44	44	44	44	44	44	44	44

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The only significant correlation between facets of job satisfaction and normative commitment was observed with promotion (0.398) and this was obtained at a significance level of 0.01. Certain facets of job satisfaction had a positive relationship whereas others had a negative relationship but all these observations were insignificant. Pay (0.125), fringe benefits (0.132), contingent rewards

(0.053), nature of work (0.164), and communication (0.015) correlated positively with normative commitment while operating conditions (-0.076), co-workers (-0.036) and supervision (-0.163) were the only facets that had a negative relationship.

#### **4.6 SUMMARY**

This main focus of this chapter was to present the analysis of the research findings. This chapter began by introducing the layout of topics to be discussed and this was followed by a detailed description of demographics of the participants. The reliability of the research data was tested during the time of conducting this study, and based on the outcomes, did not conform to the normal distribution and hence non-parametric statistical techniques were utilised – this information was presented in this chapter. Also, several correlation tests were conducted in order to make the research data into meaningful information/observation. Moreover, these observations, were used to answer the research questions discussed in Chapter 2.

The next chapter, Chapter 5 discusses the results of analysis presented in chapter 4 as well as attempting to provide explanation to the research objectives.

## **CHAPTER 5: RESULTS DISCUSSION**

### **5.1 INTRODUCTION**

The main focus of this chapter is to discuss the findings of the study as well as providing explanation to the research objectives. The study intended to investigate factors impacting employee job satisfaction and organisational commitment. This was conducted by determining the impact of factors such as demographics on both the organisational commitment and job satisfaction. The investigation also identified factors that ChemSystems employees regard as very important for organisational commitment as well as for job satisfaction.

The chapter begins by discussing the level of both job satisfaction as well as organisational commitment for ChemSystems employees. This is followed by answering and discussing the research findings to the following objectives:

- Investigate demographic factors influencing employee job satisfaction at ChemSystems.
- Investigate demographic factors influencing employee organisational commitment at ChemSystems.
- Examine variables that ChemSystems employees consider as major determining factors with respect to job satisfaction.
- Examine variables that ChemSystems employees consider as major determining factors with respect to organisational commitment.
- Make recommendations and develop strategies aimed at improving employee commitment towards the organisation and thereby ensuring that ChemSystems retains and/or develops loyalty of its employees in the organisation.

### **5.2 RESEARCH FINDINGS AND DISCUSSION**

In order to explain the research objectives fully, relevant respondents for the study had to be determined. Since the objective of the study was to determine the factors influencing job satisfaction and organisational commitment, several employees from different ethnical groups, gender, length of service, marital status as well as different geographical locations were selected for the study. This variation in the respondents assisted in providing more understanding in terms of responses from these respondents. In other words, the responses of these various participants

from different groups could be assumed to also represent other employees from the similar backgrounds.

### **5.2.1 Levels of job satisfaction**

The level of job satisfaction was determined by using a Likert scale which ranged from 1 to 5. Based on the Likert scale, 1 represented “strongly disagree”, 3=“undecided” whereas 5=“strongly agree”. Therefore, based on the job satisfaction outcomes listed in Table 4.7, the overall job satisfaction for employees was 3.16 with a standard deviation (SD) of 0.52. This suggests that ChemSystems employees were slightly satisfied with their jobs as the mean was greater than 3 which is representative of neutral feelings. Also, using these outcomes, it can be assumed that employees had different views with regards to the overall job satisfaction. Therefore, individual job satisfaction facets were analysed in order to determine the individual impact on the overall job satisfaction.

Based on the individual mean scores as in Table 4.7, supervision, co-workers, and nature of work had mean scores and standard deviation of 3.77 (SD = 0.82), 3.74 (SD=0.63), and 3.76 (0.60) respectively. Moreover, these findings imply that ChemSystems employees are more satisfied with these aspects of job satisfaction and therefore they can be regarded as the strong influencers of overall job satisfaction.

The mean scores for both the operating conditions and communication were 3.01 (SD = 0.65) and 3.18(SD = 0.79) and these were a little bit above 3 which indicated that the employees were slightly satisfied with these specific aspects of job satisfaction.

On other hand, pay, promotion, fringe benefits, and contingent rewards had mean scores and standard deviation of 2.73 (SD=0.96), 2.47 (SD=0.72), 2.94 (SD=0.86), and 2.89 (SD=0.85) respectively. Furthermore, these aspects of job satisfaction are associated with remuneration and therefore it can be assumed that employees are not satisfied with these aspects, particularly with promotion as it had the least mean of all the aspects of job satisfaction.

### 5.2.2 Level of organisational commitment

Based on the Likert scale, the overall mean score and standard deviation for organisational commitment was 3.074 and 0.349 respectively as demonstrated in Table 4.6 above. Also, according to the Likert scale used in the study, 3 represented neutral feelings (undecided) and therefore ChemSystems employees are slightly committed to the organisation. Moreover, since the overall mean score for overall organisational commitment was close to 3, the individual mean score for each element of organisational commitment was determined in order to assess each element impact on the overall commitment. From all the elements of organisational commitment, affective commitment had the highest mean score of 3.235 and standard deviation of 0.407. This implies that employees are emotionally attached to the organisation, willing to pursue organisational goals and have a strong desire to remain with ChemSystems. This finding is consistent with that of Mercurio (2015) who concluded that affective commitment “is more predictive of major organizational consequences such as turnover, absenteeism, and organizational citizenship behaviours than the theorized behavioural or transactional constructs of organizational commitment”.

However, in order to understand how the participants rated each element of organisation commitment, the frequency of each question was determined as demonstrated in appendix 1. In other words, the number of participants that provided the same answer to each question were determined and recorded as shown in the table in appendix 1. From appendix 1, the most notable observation was the number of “undecided” responses to the questions that the researcher felt were very sensitive under affective commitment. These questions involve question 1 and 4. The first question (Q.1) asked to the participants whether or not they will spend their entire career at ChemSystems. The majority of participants (21) “agreed”, whereas 10 “disagreed” and the remainder (14) were “undecided”. The second question (Q.4) asked the participants if they could be easily be attached to another organisation as they are with ChemSystems. The majority (24) “agreed”, while 8 of them “disagreed” and 13 were “undecided”. Therefore, it is assumed that when an employee is committed to the organisation then they would want to continue working for that particular organisation and would not be easily attached to another organisation if they decide to leave.

The mean for normative commitment was 3.098 (SD =0.455) and this means employees were slightly committed to ChemSystems with respect to the features of this type of commitment. Moreover, since this type of commitment is related with the belief of employees to remain in the organisation based on obligation and moral grounds irrespective of whether they are satisfied or not with their jobs, these findings indicate that ChemSystems employees remain in the organisation for reasons that are not related to remuneration.

Also the mean score for continuance commitment was 2.907 (SD=0.616) and this was slightly below 3 which is a neutral value in terms of how participants feel about a certain question. As demonstrated in appendix 1, the questions relating to this type of commitment were 7, 8, 9, 10 and 11 and the main subject around this type of commitment was the cost associated with leaving the organisation. Moreover, by looking at individual responses to these questions, the majority of participants (31) agreed being afraid about what might happen to them if they quit their jobs without one being lined up (Q.7). Also, the majority of participants (21) also expressed that even though too much would not be disrupted in their lives if they leave the organisation (Q.9), the vast majority (24) agreed that it would be costly for them to leave the organisation (Q.10). Furthermore, one of the major questions asked was whether the participants viewed staying with the organisation as the necessity more than a desire and the majority (26) of the participants viewed it as the necessity more than desire (Q.11). Since continuance commitment relates to the cost of leaving the organisation, the outcomes of the investigation indicate that ChemSystems workers are concerned about the cost associated with exiting the organisation.

### **5.2.3 Objective one: Investigate demographic factors influencing employee job satisfaction at ChemSystems**

In order to understand the relationship between these items, a correlation between demographics and overall job satisfaction was conducted and the results are in Table 4.8 in Chapter 4. Based on these findings, there was positive correlation between demographics and overall job satisfaction; however, this relationship was insignificant. This observation contradicts the majority of studies on this topic such as those done by Tabatabaei, Ghaneh, Mohaddes and Khansari (2013) who found a significant relationship between job satisfaction and demographics. Furthermore, when individual demographic factors were correlated with specific facets of job satisfaction, statistical

significant correlations with some aspects of job satisfaction were observed. Marital status and geographic location were the only demographic factors that had a positive and significant association with some aspects of job satisfaction.

The correlation between marital status and pay was 0.371 and this indicates that marital status positively affects pay which ultimately results in improved job satisfaction. In order to understand if there are any variations within the categories of marital status, a Kruskal-Wallis test conducted. The Kruskal-Wallis test from Table 4.12 indicated that there is a statistically difference ( $p=0.024$ ) between married and unmarried employees with regard to how they view job satisfaction. Moreover, since the majority of participants were married (58.7%), it can be concluded that marital status has a positive impact on pay and promotion. In other words, married employees are more satisfied with pay than single and/or divorced employees. These findings are in agreement with Saner and Eyupoglu (2013) who found that job satisfaction for married academics was higher than unmarried academics.

Geographic location or region on the other hand had a positive significant correlation with both the supervision and co-workers. The correlation with supervision was 0.328 whereas 0.311 was obtained with co-workers and this implies that the area where an employee resides has a positive effect on their job satisfaction. These findings concur with those of Janse (2010) who found that employees who reside in areas that are categorised as rural are more satisfied with their work than those living in urban areas.

A Kruskal-Wallis test was conducted in order to establish whether there was a significant difference in how employees from different geographical locations view satisfaction associated with supervision and fellow workers. The research findings indicated an insignificant statistical relationship with these items. Therefore, this means employees view satisfaction with respect to co-workers and supervision in a similar way regardless where they are located in the country.

## **5.2.4 Objective two: Investigate demographic factors influencing employee organisational commitment at ChemSystems**

### ***5.2.4.1 Demographics and overall organisational commitment***

To understand the impact of demographics on the overall organisational commitment, the individual demographic factors were correlated with the overall organisation commitment as demonstrated in Table 4.16 (Chapter 4). The findings revealed that marital status was the only demographic factor that had a significant correlation with the overall organisational commitment. These outcomes concur with those by Keramatia, *et al.* (2013) who found a significant association between marital status and organisational commitment. The elements of organisation commitment were examined further with demographics to establish potential relationships between these items.

### ***5.2.4.2 Demographics and affective commitment***

When demographic factors were examined against affective commitment, a significant and positive correlation was obtained with both race and marital status. Moreover, both race and marital status had a similar correlations when tested against affective commitment with race having a p-value of 0.400 while marital status had p-value of 0.421. These findings are consistent with those of Jena (2015) who found a significant correlation between elements of organisational commitment and marital status. Moreover, Jena found that married employees were specifically more committed to the organisation than those who are not married, citing reasons such as that married workers are more concerned with security of their jobs which ultimately leads them to be committed to the organisation.

Also, the Kruskal-Wallis test was conducted between marital status and affective commitment, as illustrated in Table 4.18 (Chapter 4), to check whether there are any differences among various types of marital status. The outcome between the two items yielded a significant p-value of 0.024 ( $p < 0.05$ ) and this indicates that employees have different views regarding normative commitment. Similarly, the same test was conducted between ethnicity and affective commitment and the findings indicated that views of employees are the same towards affective commitment regardless of their racial background.

### ***5.2.4.3 Demographics and normative commitment***

The normative commitment was tested against demographic factors as illustrated in Table 4.19 (Chapter 4) and based on the outcomes, both positive and negative significant relationships observed. The test between normative commitment and gender had a negative correlation (-0.324) at a significance level of 0.05 and these correlation results indicate an inverse relationship between these items. The geographic location also had a negative correlation (-0.318) when tested against normative commitment and this relationship was significant at 0.05. On the other hand, ethnicity had a positive (0.299) and a significant relationship with normative commitment. The length of service was also tested against normative commitment and a positive significant correlation was observed. The correlation between these two items was 0.322 at a significance level of 0.05. Moreover, these findings concur with those obtained by Erdem and Avci (2017) when they studied “the role of demographics factors in predicting organisational commitment among security employees”.

Lastly, a Kruskal-Wallis test (Table 4.20, Chapter 4) was conducted to check the significance of differences among employees regarding how they relate to normative commitment. Based on the outcomes of the Kruskal-Wallis test, gender and geographical location were the two demographic factors that had a statistical significance with normative commitment. These results imply that employee from different gender classification and geographic locations have different perceptions about how they view normative commitment.

### **5.2.5 Objective three: Examine variables that ChemSystems employees consider as major determining factors with respect to job satisfaction**

Table 4.22 (Chapter 4) shows the facets of job satisfaction that were correlated against the overall job satisfaction. This was conducted in order to determine the facet that was regarded important by ChemSystems employees. As expected, the correlation results revealed a significant and positive connection with the overall job satisfaction. Moreover, all these correlations were obtained at a significance level of 0.01. These findings are consistent with that of Shaikh, Bhutto and Maitlo (2012) who found different factors of the job descriptive index such as workers, pay, promotion, co-workers, and supervision to have a significant impact on the overall job satisfaction. Also, of all the facets of job satisfaction, contingent rewards was the facet which had

the highest correlation (0.804) with the overall job satisfaction whereas the nature of work had the lowest correlation (0.420) with overall job satisfaction.

Although all the facets of job satisfaction had a significant correlation with the overall job satisfaction, contingent rewards (0.804), pay (0.798), and supervision (0.763) were the facets with the highest correlations. These results imply that ChemSystems employees regard these facets as important in relation to job satisfaction.

#### **5.2.6 Objective four: Examine variables that ChemSystems employees consider as major determining factors with respect to organisational commitment**

As expected, all elements of organisational commitment (affective, continuance, and normative commitment) had a significant and positive association with the overall organisational commitment. A similar relationship was observed by Eslami and Gharakhani (2012) when they examined the role of job satisfaction on organisational commitment. The correlation results of elements of organisation commitment (Table 4.23, Chapter 4) showed a significant correlation between these elements and the overall organisational commitment. Normative commitment had a correlation of 0.812 followed by continuance commitment with 0.679 and lastly affective commitment had a correlation of 0.582. All these correlations were obtained at a significance level of 0.01.

Normative commitment was the element which demonstrated the highest correlation (0.812) with overall organisational commitment. These outcomes are contrary to those found by Meyer *et al.* (2002) when they examined the affective, normative, and continuance commitment to the organisation. Moreover, Meyer *et al.* (2002) found the strongest and most favourable association relevant to organisational factors such as organisational citizenship behaviour was with affective commitment compared to normative commitment. Since normative commitment is concerned with emotional connection of workers to the organisation, these findings suggest that ChemSystems employees are emotionally connected to the organisation. This is evident as the mean for normative commitment (3.098) was slightly above the central value (3) of commitment as demonstrated in Table 4.6 above.

### **5.2.7 Objective five: Make recommendations and develop strategies that are aimed at improving employee commitment towards the organisation**

The association between job satisfaction as well as organisational commitment has been studied extensively. Most of these studies have found a significant relationship between these items Mitonga-Monga *et al.* (2018); however, the nature of relationship has mixed results as some authors found a significant positive relationship Saliu, Gbadeyan and Olujide (2015) whereas some observed insignificant correlation. In other words, these mixed findings imply that employees may yield different outcomes due to their background even though they are subjected to similar work settings.

For the current study, the association between job satisfaction as well as the organisational commitment was evaluated in order to understand the key factor that impacts employees' commitment. Moreover, job satisfaction facets were examined against the elements of organisational commitment to determine if a key specific association exists between these two items.

The overall job satisfaction was tested against the overall organisational commitment and based on the results (see Table 4.24, Chapter 4), there was a weak positive correlation; however, this correlation was insignificant. The findings of the current study suggest that overall job satisfaction did not have a major influence on the overall organisation commitment of employees at ChemSystems. Therefore, the individual facets of job satisfaction were tested further against the elements of organisational commitment.

Table 4.25 illustrates a connection between affective commitment and facets of job satisfaction. This concurs with the study conducted by Chordiya, Sabharwal and Goodman (2017) who found a significant connection between affective commitment and job satisfaction when they examined the relationship between these two items. The results of the correlation indicate that both the nature of work as well as the operating conditions were the only job satisfaction facets that had a significant correlation with affective commitment. The correlation between nature of work and affective commitment was 0.313 at a significance level of 0.05. Moreover, these findings were similar to those obtained by Intan, Munir, Hashim, Ali, Rahman and Rahman (2014) when they investigated the association between organisational commitment and job satisfaction at a health tourism hospital. The outcomes imply that when features related to nature of work are improved,

they translate into an increase in affective commitment. This is evident as the study conducted by Budihardjo (2013) found a significant association between affective commitment and job satisfaction. Also, the operating conditions had a significant correlation with affective commitment; however, this correlation was negative indicating an inverse relationship. In other words, this negative correlation indicates that when features associated with operating conditions are increased, this leads to a decrease in affective commitment. However, it must be noted that the changes with this relationship are not proportional.

Table 4.26 shows there were no significant correlations between continuance commitment and facets of job satisfaction. These outcomes are contrary to those obtained by Khan *et al.* (2016) who found a significant association between job satisfaction and continuance commitment when they studied the effect of continuance commitment and organisation cynicism on employee satisfaction. The insignificant relationship between continuance commitment and facets of job satisfaction suggest that ChemSystems employees are not committed to the organisation due to financial gains/financial reasons. Moreover, the employees are committed for other reasons such as being emotionally attached to the organisation as witnessed with the relationship between affective commitment and nature of work discussed above.

Normative commitment was also correlated against facets of job satisfaction as demonstrated in Table 4.27. The results revealed that promotion opportunities (0.398) was the only facet of job satisfaction that had a significant but weak relationship with normative commitment and this was observed at a significance level of 0.01. This was in line with the study of Gathungu, Iravo and Namusonge (2015) who found a weak significant relationship between promotion and commitment. According to Weng, McElroy, Morrow and Liu (2010), employees remain psychologically attached to the organisational because they “feel moral obligation to repay the organisation for the benefits they received” from it. Therefore, since promotion opportunities was the only facet that had a significant correlation with normative commitment, it indicates that ChemSystems workers feel obliged to remain within the organisation possibly because the organisation has given them fair opportunities concerning the chances of promotion and hence they feel the need to repay the organisation.

### ***5.2.7.1 Strategies for improving organisational commitment***

As discussed in Chapter 2 of this thesis, the majority of studies have shown that job satisfaction has a significant positive impact on organisational commitment. This means that when employees are satisfied with aspects of their work, they are more likely to be committed to the organisation they work for. Therefore, this suggests that if an organisation focuses on developing strategies aimed to improving job satisfaction, they are indirectly improving the employees' commitment to the organisation.

Also, the current study outcomes (Chapter 4, table 4.7) revealed that some of the mean values for the individual job satisfaction facets were below the central value of three (3) which represented employees who were undecided about their job satisfaction. These facets consisted of pay, promotion, and contingent rewards and hence the strategies developed in this study were aimed at improving these aspects. These strategies for these aspects are briefly discussed below:

#### **Remuneration**

This type of strategy deals with factors associated with pay: Remuneration package is among the most important factors which influences job satisfaction as this indirectly equates to the individual contribution to the organisation (Ali & Ahmed, 2017). In other words, pay is a reasonable compensation employees will get for their job and when an employee feels they are not treated fairly in terms of being appropriately compensated for the work they do, then dissatisfaction occurs. Therefore, based on Banjoko's (1996) assessment as cited in Ali and Ahmed (2017), supervisors or managers could use the monetary reward to motivate their employees when they are very productive, thereby encouraging them to continuously improve themselves. However, caution should be taken when doing this as some employees are not necessarily motivated by monetary rewards.

#### **Promotion opportunities**

Promotion opportunities have been found to have a major impact on job satisfaction. Based on the current study outcomes, promotion opportunities had lower mean values which showed that ChemSystems workers were not satisfied with the opportunities for promotion. In general, since

promotion opportunities come with added responsibilities, authority and higher salaries, organisations can motivate their employees by creating promotion opportunities that appeal to their career goals. Moreover, these career goals may be the main career and personal priorities a worker may hold.

### **Inspire employees through a reward system**

This type of strategy addresses the contingent rewards. According to Goel, Sharma and Sharma (2012), many elements affect job satisfaction and some of the vital ones include remuneration packages, nature of the task allocated to employees, workforce environment as well as management styles. As discussed in Chapter 2, an employee who is not satisfied with their job would not only lose interest in the job but would also not be interested to perform at full potential, thereby spreading this negative energy to other fellow workers. Eventually, this behaviour could impact on the organisation's overall performance since the majority of the workforce would not be content with their jobs. Therefore, it is important to know how well workers are satisfied with their jobs as well as the organisation they work for. Also, to improve the rewards system, organisations can reward their employees by empowering them through appreciation on every occasion when they have accomplished something.

### **5.3 SUMMARY**

The main purpose of this chapter was to discuss the results of the study presented in Chapter 4. The chapter began with the introduction followed by a detailed discussion of the research results which provided information related to the research objectives. Initially, both the level of job satisfaction as well as organisational commitment were determined. The results indicated that ChemSystems employees are moderately satisfied with their jobs and are also marginally committed to the organisation. These items were correlated further against each other as well as against the demographic factors in order to understand how these items affect each other. Again, the overall job satisfaction was tested against its facets in an attempt to determine which individual aspect of job satisfaction has a major impact on the overall satisfaction. Similarly, the facets of job satisfaction were also correlated against the three elements of organisational commitment to check

which individual factor(s) of job satisfaction correlated more to the elements of organisational commitment. Lastly, the strategies targeted at improving the overall organisational commitment were discussed and since research shows that there is a strong connection between job satisfaction and organisational commitment, these strategies were specifically developed for those facets of job satisfaction that ChemSystems employees are currently not satisfied with.

The next chapter, Chapter 6 provides both the conclusions and recommendations of the study and it concludes by mentioning areas for future research.

## **CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 CONCLUSIONS**

The aim of the investigation was to examine factors affecting employee job satisfaction and commitment. This was conducted by evaluating several factors of job satisfaction, demographics, and organisational commitment. The study found that, in general, ChemSystems employees have moderate levels of both job satisfaction and organisational commitment.

The first objective of the study was to examine the impact of demographics on job satisfaction and this was conducted by testing all the demographic factors against job satisfaction. Initially, the overall job satisfaction was tested against demographic factors and the results revealed mixed outcomes. Both gender and length of employment (tenure) had an insignificant correlation with the overall job satisfaction whereas the remaining demographics (ethnicity, marital status, and geographic location) had significant relationships. These significant relationships were observed at a significance level of 0.05. Moreover, those demographics factors that had a significant correlation with overall job satisfaction were tested further using the Kruskal-Wallis test to determine if there are differences concerning opinion among employees under each demographic factor. Marital status had a significant correlation with pay and promotion opportunities and the Kruskal-Wallis test revealed that married and unmarried employees at ChemSystems have different views about pay and promotion. Also, the geographical location had a significant correlation with both the co-workers and supervision. The Kruskal-Wallis test indicated that there are differences in opinion with regard to supervision whereas there was consensus with the co-workers relationship. It was therefore concluded that demographics have an impact on the overall job satisfaction.

The second objective was to examine the impact of demographic factors on the overall organisational commitment. Similarly, organisational commitment was also tested against demographic factors and the results revealed that marital status was the only demographic factor that had a significant correlation with the overall organisational commitment. Furthermore, the demographic factors were tested further with individual elements of organisational commitment.

When affective commitment was correlated against demographic factors, the correlation outcomes indicated ethnicity and marital status as the only factors that had a significant relationship with

affective commitment. Moreover, these two demographic factors were examined further using a Kruskal-Wallis test and the results revealed that differences in opinions exist with marital status whereas the views are similar regarding ethnicity.

Gender, ethnicity, tenure, and geographical location were the demographic factors that had a significant association with normative commitment. However, gender and geographical location had a negative correlation whereas ethnicity and tenure had a positive relation and all these correlations were obtained at a significance level of 0.05. Also, these demographic factors were tested further to determine if there are differences in opinions amongst employees and this was conducted through the Kruskal-Wallis test. The test results showed that employees have different views based on their gender and geographical location whereas their views are similar when they are classified according to their ethnicity and length of service. Therefore, it can be concluded that demographics had a major impact on the normative commitment and this suggests that ChemSystems employees relate more to normative commitment than the other two elements of organisational commitment.

Objective three of the study was to determine the major factor(s) that ChemSystems employees rated highly with regards to job satisfaction. This was determined by testing job satisfaction facets against the overall job satisfaction. As expected, the correlation outcomes showed a significant connection between the facets of job satisfaction and the overall job satisfaction, with contingent rewards yielding the highest correlation. Moreover, pay and supervision were also additional factors that had the highest correlation while the nature of work had the least correlation and hence it was the lowest rated facet of job satisfaction. Therefore, it can be concluded that rewards and supervision are regarded as important factors among ChemSystems employees.

Objective four was to determine the major factors that ChemSystems employees rated high with regard to organisation commitment. This was done by testing the element of organisational commitment against the overall organisational commitment. Based on the results, all elements of organisational commitment had a significant correlation with the overall job satisfaction and this correlation was evident at a significance level of 0.01. From the three elements of organisational commitment, normative commitment had the highest correlation with the overall organisational commitment. These outcomes imply that, in general, ChemSystems workers are more inclined to

organisational commitment due to the aspects related to normative commitment than the other two elements.

Objective five was to make recommendations and develop strategies for improving employee commitment and this was done by correlating job satisfaction and organisational commitment. Those individual job satisfaction facets that did not have a significant connection with organisational commitment were then used as the basis to develop strategies for improving employee commitment. Based on the correlation outcomes between job satisfaction and organisational commitment, there was an insignificant relationship between these items. Therefore, the individual facets of job satisfaction were tested against the elements of organisational commitment in order to understand how these individual job satisfaction facets impact the elements of organisational commitment. The correlation results indicated significant relationships with certain aspects of organisational commitment.

Affective commitment had a significant correlation with both the operating conditions and nature of work and this suggests that ChemSystems employees are emotionally attached to the features of their jobs associated with the company's policies and procedures. Also, out of the nine job satisfaction facets, normative commitment had a significant correlation with promotion opportunities which implies that employees are committed to the organisations because of the promotion opportunities. Lastly, continuance commitment did not have a major impact on any of the facets of job satisfaction.

## **6.2 RECOMMENDATIONS**

Since the study focused on one organisation in the specialty chemicals industry, the results of this research should be treated with caution as they do not necessarily reflect the views of other employees from the same industry.

Also, this study provided valuable insights about how satisfied and committed the employees are to the organisation. Since the study findings have identified the factors that influence both job satisfaction and organisation commitment, it would be beneficial to the organisation as the management can use these findings to take corrective actions to address the factors that were identified as major concerns. For instance, the factors of job satisfaction that were related to

remuneration (pay, contingent rewards as well as opportunities for promotion) had mean values below three (3) which showed that workers are currently not satisfied with these factors.

Therefore, in light of the above, the following recommendations are suggested:

- Since the majority of employees were dissatisfied with their chances of getting a promotion, it is recommended that employers provide their employees' with a clear career path as this would indicate that as the employer you are committed to their success and willing to invest in them.
- Similarly, the majority of participants felt that the amount of pay they are currently receiving was not proportionally to the amount of work they do, hence it is recommended for ChemSystems to review the current remuneration structure. Moreover, despite the AECI group having a remuneration policy, it is evident from the research findings that this policy is not sufficient as most participants indicated dissatisfaction about their salary. Hence a job grading is recommended as this would help to align the remuneration to employee's task.

Therefore, the human resource department needs to implement and/or develop strategies that are aimed at improving the overall job satisfaction, specifically for those factors associated with remuneration. Lastly, the majority of the research studies on this topic have proved that job satisfaction positively influences organisational commitment – hence improving job satisfaction would consequently lead to improved organisational commitment.

### **6.3 FUTURE RESEARCH**

Since the study focused on one organisation in the industry, it is recommended that more organisations in the same or similar industry be studied so that these findings can be generalised. Also, since the response rate was relatively low, it is advisable to review the recruitment strategy as some participants ignored certain questions despite being assured that their responses will be treated confidentially. Moreover, since most respondents were located throughout the country, they had to use a company's email address to reply to the researcher. This method of communication caused some respondents to become uneasy which resulted in them deciding not to participate in the study. They cited concerns regarding confidentiality of their responses; hence in future studies with a similar setting, this should be reviewed. Lastly, the rating on the Likert

scale should be reviewed as some respondents opted to select “undecided” especially for very sensitive questions in the questionnaire. Therefore, the possibility exists that they did not express their honest views on certain questions.

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## Appendix 1: Organisation commitment questionnaire Frequency summary

	Question	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean /average	Overall mean	Total disagree	Total Undecided	Total agree
Affective commitment	1. I would be glad to spend my entire career at ChemSystems.	4	6	14	16	5	3.27	3.24	10	14	21
	2. I like telling people from outside about ChemSystems.	0	4	8	27	6	3.78		4	8	33
	3. I really feel that as if ChemSystems challenges are my own.	0	7	8	26	4	3.60		7	8	30
	4. I think that I could easily become as attached to another organisation as I am to ChemSystems.	2	6	13	22	2	3.36		8	13	24
	5. I do not feel like "part of the family" at my ChemSystems.	4	21	7	11	1	2.64		25	7	12
	6. I do not feel emotionally attached to ChemSystems.	1	23	6	14	1	2.80		24	6	15
Continuance commitment	7. I am not afraid of what might happen if I quit my job without another lined up.	12	19	5	8	1	2.27	2.92	31	5	9
	8. It would be very hard for me to leave ChemSystems right now, even if I wanted to.	3	14	6	15	8	3.24		17	6	23
	9. If I wanted to leave ChemSystems now, too much in my life would be disrupted.	7	14	6	14	5	2.91		21	6	19
	10. It wouldn't be too costly for me to leave ChemSystems now.	2	22	6	10	6	2.91		24	6	16
	11. Right now, staying with ChemSystems is matter of necessity as much as desired.	2	12	6	23	3	3.28		14	6	26
Normative commitment	12. I think that people these days move from company to company too often.	0	6	9	19	12	3.80	3.10	6	9	31
	13. I do not believe that a person must always be loyal to his or her organisation.	9	22	5	9	1	2.37		31	5	10
	14. To me, it does not feel unethical to move from organisation to organisation.	4	11	5	20	5	3.24		15	5	25
	15. One of the major reasons I continue to work for ChemSystems is that I believe loyalty is important and therefore feel a sense of moral obligation.	4	9	7	22	4	3.28		13	7	26
	16. I would not feel it was right to leave ChemSystems if I received a better job offer from another organisation.	13	13	7	10	2	2.44		26	7	12
	17. I was taught to believe in the value of remaining loyal to one's organisation.	2	8	9	22	5	3.43		10	9	27

## Appendix 2: Job Satisfaction questionnaire Frequency summary

Question	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Total
1. I feel I am being paid a fair amount for the work I do.	11	14	6	12	3	46
2. The chance of promotion on my job is really little.	3	5	6	18	14	46
3. I feel my supervisor is fairly competent in doing his/her job.	2	4	2	30	8	46
4. I am not satisfied with the benefits I receive.	3	21	9	6	7	46
5. ChemSystems gives its employee(s) the recognition they should be receiving when they do a good job.	6	13	10	17	0	46
6. ChemSystems rules and procedures makes it difficult to do a good job.	1	28	9	5	3	46
7. I like the people I work with.	0	2	6	25	12	45
8. I sometimes feel my job is meaningless.	2	31	1	11	1	46
9. Communications seem good within ChemSystems.	7	12	9	18	0	46
10. Salary raises are too few and far between.	1	9	9	18	9	46
11. Those who do well on the job stand a fair chance of being promoted.	7	15	14	9	1	46
12. My supervisor treats me unfairly	11	26	2	6	1	46
13. ChemSystems provides its employees with similar benefits as other organisations	9	6	14	15	2	46
14. ChemSystems does not appreciate the work I do.	2	24	11	5	4	46
15. My efforts to do a good job are seldom blocked by red tape.	1	17	11	15	2	46
16. The people I work with are incompetent and as a result I have to work harder at my job	3	30	5	5	3	46
17. I like doing the things I do at work. I like all the aspects of my job	0	8	9	22	7	46
18. ChemSystems goals are not clear to me.	2	29	5	7	3	46
19. The amount of pay that ChemSystems pays me makes me feel unappreciated.	4	18	6	9	9	46
20. The career progression at ChemSystems is similar to other organisations.	4	14	21	6	1	46
21. As a subordinate, I feel that my supervisor shows little interest about my feelings.	3	26	7	9	1	46
22. The benefit package at ChemSystems is justifiable.	4	5	16	19	2	46
23. There are few rewards for those who work hard at ChemSystems.	2	12	13	16	3	46
24. I have too much to do at work.	0	11	12	16	7	46
25. I enjoy my colleagues.	0	1	6	30	9	46
26. I frequently feel that I am unaware about what is going on with ChemSystems.	1	21	5	13	6	46
27. When doing my job I feel a sense of pride.	1	2	3	26	14	46
28. I feel satisfied with my chances for a salary increase.	5	14	12	12	3	46
29. I feel that there are benefits we do not have which we should have.	2	8	12	13	11	46
30. I like my supervisor.	1	2	7	26	10	46
31. I have too much paperwork.	1	21	8	11	5	46
32. I don't feel my efforts are rewarded the way they should be.	0	12	9	16	9	46
33. I am satisfied with my chances for promotion	11	15	13	7	0	46
34. There is too much squabbling and hostility at the work place.	4	20	10	9	3	46
35. My job is enjoyable.	0	3	3	37	3	46
36. Work assignments are not fully explained.	2	30	5	7	2	46

### Appendix 3: Frequency distribution for marital status versus promotion

	Question	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Total	Mean / average	Total disagree	Total undecided	Total agree
<b>Not married</b>	2. The chance of promotion on my job is really little.	2	2	0	6	6	16	3.8	4	0	12
	11. Those who do well on the job stand a fair chance of being promoted.	3	8	4	1	0	16	2.2	11	4	1
	20. The career progression at ChemSystems is similar to other organisations.	2	7	6	1	0	16	2.4	9	6	1
	33. I am satisfied with my chances for promotion	6	5	2	3	0	16	2.1	11	2	3
<b>Married</b>	2. The chance of promotion on my job is really little.	1	2	4	12	8	27	3.9	3	4	20
	11. Those who do well on the job stand a fair chance of being promoted.	4	7	9	6	1	27	2.7	11	9	7
	20. The career progression at ChemSystems is similar to other organisations.	2	6	14	4	1	27	2.9	8	14	5
	33. I am satisfied with my chances for promotion	5	10	9	3	0	27	2.4	15	9	3
<b>Divorced</b>	2. The chance of promotion on my job is really little.	0	1	1	0	0	2	2.5	1	1	0
	11. Those who do well on the job stand a fair chance of being promoted.	0	0	0	2	0	2	4.0	0	0	2
	20. The career progression at ChemSystems is similar to other organisations.	0	0	1	1	0	2	3.5	0	1	1
	33. I am satisfied with my chances for promotion	0	0	1	1	0	2	3.5	0	1	1

## Appendix 4: Frequency distribution for marital status versus pay

	Question	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Total	Mean / Average	Total disagree	Total Undecided	Total agree
<b>Married</b>	1. I feel I am being paid a fair amount for the work I do.	5	7	6	7	2	27	2.78	12	6	9
	10. Salary raises are too few and far between.	1	4	8	8	6	27	3.52	5	8	14
	19. The amount of pay that ChemSystems pays me makes me feel unappreciated.	1	12	6	3	5	27	2.96	13	6	8
	28. I feel satisfied with my chances for a salary increase.	2	8	8	7	2	27	2.96	10	8	9
<b>Not married</b>	1. I feel I am being paid a fair amount for the work I do.	6	7	0	2	1	16	2.06	13	0	3
	10. Salary raises are too few and far between.	0	3	1	9	3	16	3.75	3	1	12
	19. The amount of pay that ChemSystems pays me makes me feel unappreciated.	2	4	0	6	4	16	3.38	6	0	10
	28. I feel satisfied with my chances for a salary increase.	3	6	4	2	1	16	2.50	9	4	3
<b>Divorced</b>	1. I feel I am being paid a fair amount for the work I do.	0	0	0	2	0	2	4.00	0	0	2
	10. Salary raises are too few and far between.	0	2	0	0	0	2	2.00	2	0	0
	19. The amount of pay that ChemSystems pays me makes me feel unappreciated.	1	1	0	0	0	2	1.50	2	0	0
	28. I feel satisfied with my chances for a salary increase.	0	0	0	2	0	2	4.00	0	0	2

## **Appendix 5: Research questionnaire**

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

**Supervisor:** Orthodox Tefera

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**Title of Study: Factors influencing employee job satisfaction and commitment: A case study at ChemSystems.**

The purpose of this survey is to:

- Investigate factors influencing employee job satisfaction and commitment at ChemSystems.
- Examine variables that ChemSystems employees consider as major determining factors with respect to job satisfaction and organisational commitment.
- Make recommendations and develop strategies that are aimed at improving employee commitment towards the organisation thereby ensuring that ChemSystems retains and / or develops loyalty of its employees to the organisation.

This questionnaire comprises of three sections and the questions are a mix of quantitative and a few qualitative questions.

**Section A:** Demographics questions

**Section B:** Organisational commitment

**Section C:** Job satisfaction

How to complete the questionnaire:

You can mark each response by making a tick (√) or a cross (X), or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

Please remember to choose an answer on the scale from 1 to 5 for Section B & C **1** being an answer to a statement that you “**Strongly Disagree**” with. **5** being an answer to a statement that you “**Strongly Agree**” with. Remember to answer **ALL** the questions even if they are not directly relevant to your experience. Thank you for your time.

**SECTION A: DEMOGRAPHICS**

Please provide only ONE option per question below in the space provided.

1. Gender

Male	
Female	

2. Race

African	
White	
Coloured	
Asian	
Other	

3. Marital Status

Single	
Married	
Divorced	
Other	

4. Years of service at ChemSystems

< 5 years	
5 - 10 years	
10 - 20 years	
20- 30 years	
30- 40 years	
>40 years	

5. Geographical Location of your site

KwaZulu Natal	
Gauteng	
Western Cape	
Mpumalanga	
Eastern Cape	
Free State	
Limpopo	
Northern Cape	
North West	

**SECTION B: ORGANISATIONAL COMMITMENT**

The following 17 statements will analyse your view regarding various types of commitment in an organisation.

The scale is as follows:

	1	2	3	4	5
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
<b>A. EFFECTIVE COMMITMENT</b>					
1. I would be glad to spend my entire career at ChemSystems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I like telling people from outside about ChemSystems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I really feel that as if ChemSystems challenges are my own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I think that I could easily become as attached to another organisation as I am to ChemSystems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I do not feel like "part of the family" at my ChemSystems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I do not feel emotionally attached to ChemSystems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>B. CONTINUANCE COMMITMENT</b>					
7. I am not afraid of what might happen if I quit my job without another lined up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. It would be very hard for me to leave ChemSystems right now, even if I wanted to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. If I wanted to leave ChemSystems now, too much in my life would be disrupted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. It wouldn't be too costly for me to leave ChemSystems now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Right now, staying with ChemSystems is matter of necessity as much as desired.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C. NORMATIVE COMMITMENT</b>					
12. I think that people these days move from company to company too often.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I do not believe that a person must always be loyal to his or her organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. To me, it does not feel unethical to move from organisation to organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. One of the major reasons I continue to work for ChemSystems is that I believe loyalty is important and therefore feel a sense of moral obligation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I would not feel it was right to leave ChemSystems if I received a better job offer from another organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I was taught to believe in the value of remaining loyal to one's organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION C: JOB SATISFICATION**

The following 36 statements will analyse what you think about your current position at ChemSystems.

The scale is as follows:

	1	2	3	4	5
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
1. I feel I am being paid a fair amount for the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance of promotion on my job is really little.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I feel my supervisor is fairly competent in doing his/her job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I am not satisfied with the benefits I receive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. ChemSystems gives its employee(s) the recognition they should be receiving when they do a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. ChemSystems rules and procedures makes it difficult to do a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I like the people I work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. I sometimes feel my job is meaningless.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
9. Communications seem good within ChemSystems.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
10. Salary raises are too few and far between.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
11. Those who do well on the job stand a fair chance of being promoted.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
12. My supervisor treats me unfairly	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
13. ChemSystems provides its employees with similar benefits as other organisations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
14. ChemSystems does not appreciate the work I do.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
15. My efforts to do a good job are seldom blocked by red tape.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
16. The people I work with are incompetent and as a result I have to work harder at my job	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
17. I like doing the things I do at work. I like all the aspects of my job	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
18. ChemSystems goals are not clear to me.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

19. The amount of pay that the ChemSystems pays me makes me feel unappreciated by it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The career progression at ChemSystems is similar to other organisations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. As a subordinate I feel that my supervisor shows little interest about my feelings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The benefit package at ChemSystems is justifiable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. There are few rewards for those who work at ChemSystems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I have too much to do at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. I enjoy my colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I frequently feel that I am unaware about what is going on with ChemSystems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. When doing my job I feel a sense of pride.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I feel satisfied with my chances for salary increases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I feel that there are benefits we do not have which we should have.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. I like my supervisor.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
31. I have too much paperwork.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
32. I don't feel my efforts are rewarded the way they should be.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
33. I am satisfied with my chances for promotion	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
34. There is too much squabbling and hostile at the work place.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
35. My job is enjoyable.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
36. Work assignments are not fully explained.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

**Thank You!**

## Appendix 6: Ethical clearance letter



23 May 2019

Mr Zamilé Wanda Genu (214581631)  
Graduate School of Business and Leadership  
Westville Campus

Dear Mr Genu,

Protocol Reference Number: HSS/0193/017M

Project Title: Factors influencing employee job satisfaction and commitment: A case study at ChemSystems

### Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 31 March 2019 has now been approved as follows:

- Change in Supervisor (Prof Stephen Migiro -> Dr Orthodox Tefera)

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for period of 3 years from the date of original issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully



Dr Shamila Naidoo (Deputy Chair)

/ms

cc Supervisor: Dr Orthodox Tefera  
cc. Acting Academic Leader Research: Professor Ana Martins  
cc. School Administrator: Ms Zarina Bullyraj

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Humanities & Social Sciences Research Ethics Committee

Dr Rosemary Sibanda (Chair)

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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

## Appendix 7: Turnitin report

Factors influencing employee job satisfaction and commitment :  
A case study at ChemSystems

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### ORIGINALITY REPORT

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