

UNIVERSITY OF KWAZULU-NATAL

EMPLOYEE INVOLVEMENT IN WORK RELATED ISSUES AND JOB

SATISFACTION IN STANDARD BANK BRANCHES WITHIN

THE KZN REGION

By

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Declaration

With the signature below I, Avikash Kissoonlall, hereby declare that the work that I present in this dissertation is based on my own research, and that I have not submitted this dissertation to any other institution of higher education to obtain an academic qualification.

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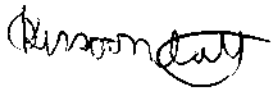
A handwritten signature in black ink, appearing to read 'Kissoonlall', written in a cursive style.

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1.2 Problem Statement

Informal discussions with the human resources management team of Standard Bank, has indicated that the organisation is aware that there are problems regarding job satisfaction and worker participation, but they are uncertain of how to resolve such problems.

The purpose of this study was to identify worker participation and job satisfaction principles, which are adopted by Standard Bank with the aim of improving on them.

The following are the problem statements, which will be researched:

- What are the factors that prevent employees at Standard Bank from feeling a sense of satisfaction with regard to their jobs?
- What are the constraints that Standard Bank is faced with in the implementation of worker participation?
- What measures are in place to counteract these constraints and are there best practices that can be identified in respect of the implementation of worker participation and bringing about job satisfaction within the organisation?

1.3 Objectives of the study

The objectives of this study were to identify the factors affecting worker participation and job satisfaction within Standard Bank, with the aim of improving on them. It also aims to identify factors that contribute to employees feeling a greater sense of satisfaction with regards to their jobs, which could lead to employees being more productive in their jobs.

This research will help management at Standard Bank to benchmark and evaluate their progress with regard to the implementation of worker participation and job satisfaction programmes. The company will thus have the opportunity to identify their strengths and weaknesses in an

attempt to bring about more productive and satisfied employees. They will also be able to share this information with other companies and also use the research for policy making in the industry.

1.4 Research methodology

The target population constituted the entire group of whom the researcher would attempt to draw conclusions and make generalizations (Polit and Hungler, 1991).

In this study, the target population consisted of all permanent employees of Standard Bank, who worked in branches within the KZN region. The total number of branches and the number of employees in KZN was obtained from the Human Resource division of Standard Bank.

In Kwa-Zulu Natal there is a total of 37 branches and a total of 1157 permanent employees within the branches who are employed by Standard Bank. Of these, six branches were randomly selected to participate in this survey. There were a total of 269 employees who were selected to participate in this survey. Of these, there were 215 respondents.

The research method adopted for this study was the questionnaire method. After conducting in-depth interviews, questions that the researcher felt were pertinent arising from interviews were asked. Each questionnaire was accompanied by a covering letter, which provided details of the researcher and the purpose of the study. The following conditions were offered to all respondents:

- Confidentiality was guaranteed;
- Results and recommendations of the study would be made available to the respondents on request.

Due to the nature of this study, exploratory research was used, as this kind of research explores different views expressed by respondents and collates and group's similar responses received.

McDaniel and Gates (1998) state that quantitative research uses mathematical analysis and can reveal statistically significant differences between samples while qualitative research could be used to examine the attitudes, feelings and motivation of the samples. When conducting research for the purpose of this study, quantitative methods were used, as the research required using this methodology to have a better effect on the final research product.

1.5 Limitations of the study

One of the limitations of this study is that the respondents may discard or forget about the questionnaire handed to them, which could lead to a low response rate. The researcher had overcome this shortcoming by telephonically reminding respondents to complete the questionnaire. Another limitation of this study is that respondents could misinterpret questions, which could lead to invalid responses been received. The questionnaire was worded in simple terms to make it easy for the respondents to answer all questions, thus minimizing the risk of employees not answering all questions, due to misinterpretation. There is also the possibility of respondents not answering all the questions in the questionnaire, thus leading to some questions being discarded. The validity of the results reported is also limited because of the small sample size.

1.6 Division of the chapters

This dissertation is structured as follows:

- Chapter 2 consists of the literature review, which discusses theoretical concepts of worker participation and job satisfaction. The details explored in this chapter are important for the findings in chapter 4.

- Chapter 3 outlines the research methodology used in this research. This chapter outlines the nature of the study, the survey method and the research instrument used. It further describes the way in which the data for the study was analysed.
- Chapter 4 focuses on the analysis and interpretations of the data gathered. Data gathered from respondents were analysed using frequencies and percentages, which were tabulated.
- Chapter 5 highlights the conclusion and recommendations of the study.

LITERATURE REVIEW

2.1 Introduction

Worker participation has become one of the main issues in all employer- employee relationships. According to Anstey (1998:225), there is no universally accepted definition of the concept of worker participation. In fact three quite different interpretations can be realised. Firstly, as a socio-political concept reflecting an approach, which in its ultimate form would see a form of employee self-management prevail on an organisation owned by either employees or employers and the state.

The managerial function is exercised through a group of elected representatives, which is responsible for organisational decision-making including the allocation of profits. Major changes in economic and authority relations in organisations and wider society would be required to achieve the vision of this approach on a wider front. Secondly, a generic concept, to encompass all processes and institutions of the employee influence within the organisation, ranging from simple managerial information given through joint consultation, to collective bargaining, work councils and forms of worker controls (Anstey, 1998:227).

Lastly, as a term denoting a face in the evolutionary development of traditional joint regulation process envisaging a move beyond traditional collective bargaining and certainly more information giving and consultation to new levels of shared responsibility and shared decision making.

However, worker participation can also be defined as an ongoing process in which both employer's and employees interact with greater influence on productivity in order to achieve mutual objectives. Their interactions will therefore, enable workers to effectively participate in

decision-making regarding the work force at the workplace. It can be seen as an everlasting process leading to effective productivity for economic growth and stability of the company.

The process will therefore, permit both employers and employees to play their roles and function in an effective manner in order to achieve their goals at the end. This will therefore, allow them to commit themselves in all challenges, which may arise at the workplace. Furthermore, it can be regarded as a general term applying the right of employees to be informed about and to influence decisions, which affect their working environment (Anstey, 1998:231).

2.1.1 Description of Worker Participation

Tannenbaum (1996:85), defines worker participation as a formal involvement of members in the exercise of control, usually through decision-making in-group meetings. Salamon (1997: 296) defines worker participation as a philosophy or style of organisation management, which recognises both the need and the right of employees, individually or collectively, to be involved with management in areas of the organisation's decision-making beyond that covered by collective bargaining. Essentially, such a definition would fall into a category that Jones and Maree (1998:1) call participation in controlling factors. This refers to the extent of participation in the decision making process in the organisation control.

According to Backer (1998:4), worker participation implies that employees have a right to influence decision-making processes and become stakeholders in an enterprise. Then the effect of participation requires an optimising of common interest and interdependencies whilst acknowledging the interests.

Backer (1998:2) also defines worker participation as the degree of influence, which employees have on decisions affecting them. Prosperity to

participate is defined as both the ability and the willingness of the employees to participate in these decisions. Backer therefore, argued that the concept may be viewed in terms of both indirect and direct participation in terms of both indirect and direct participation in decision-making processes, which may affect the employee including employers as managers. Anstey (1998:12) argues that worker participation is also a wide spread phenomenon internally appearing in various forms in the political and economics of most industrial nations.

Clarke et al (1972:6) define worker participation as a process whereby workers have a share in the reaching of managerial decisions in enterprises and as a situation where they take part in managerial decision-making. Wall and Lischeron's (1980:45) defines worker participation as an influence in decision-making exerted through a process of interaction between workers and managers and based upon information sharing.

2.1.2 Description of Job Satisfaction

The attitudes of employees in the working industry are vital, as they have an affect on the organizational behaviour. Job satisfaction tends to focus on the attitudes of employees towards their jobs, while organizational commitment tends to focus on the attitudes of employees towards to organization as a whole.

Although there has been extensive research conducted around the concept of job satisfaction, Locke (1976:10) states that it is still the subject of much controversy. This is mainly due to the lack of consensus among researchers with regards to a definition.

Luthans (2002:34) agrees with Locke's (1976: 8) definition that job satisfaction is a "pleasurable positive emotional state resulting from the appraisal of one's job or job experience". According to Luthans (2002: 18), job satisfaction is a result of employee's perception of how well their job provides those things, which are viewed as important.

There seems to be a general agreement among the following researchers that job satisfaction represents an affective orientation towards the job that an individual is occupying (Luthans, 2002 and Locke, 1976). A positive attitude displayed by employees represents job satisfaction, whereas a negative attitude represents job dissatisfaction.

According to Luthans (2002: 56), there are three important dimensions to job satisfaction. Firstly, job satisfaction is an emotional response to a job situation. As such it cannot be seen however, can only be inferred. Secondly, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder in the department and receiving fewer rewards they will definitely have a negative attitude towards the work, the boss and his co-workers. These employees will be dissatisfied. On the other side of the continuum, if they are treated well and are being paid equitably, they are likely to have a positive attitude towards their job. They will be job satisfied. Thirdly, job satisfaction represents several related attitudes that an individual has towards his/her work. Through the years five job dimensions have been identified to represent the most important characteristics of a job about which employees have affective responses. Rue and Byers (1998: 61), list these attitudes as:

- The work itself: The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.
- Pay: The amount of financial remuneration that is received and the degree to which this is viewed as equitable.
- Promotion opportunities: The chances for advancement in the organization.

- Supervision: The ability of the supervisor to provide technical assistance and behavioural support.
- Co-Workers: The degree to which fellow workers are technically proficient and socially supportive.

These above factors can either effect positively or negatively towards job satisfaction, and ultimately productivity. The issues that need to be investigated are the views that Standard Bank employees have on the topic of worker participation and job satisfaction. Issues such as remuneration, worker involvement, incentives, promotions, worker productivity, acknowledgement and absenteeism need to be researched and addressed in the study.

2.2 The Evolution of Worker Participation

Worker participation can be traced back to the United States in the 1800's, during the industrial revolution. Machines were introduced, which started substituting human power, and as a result factories were established, which also meant that people moved away from farms to be closer to the factories. This indicated a new trend in terms of work done, and employees in these factories were referred to as "hired hands" (Anthony, 1978:7). As time went by employees then wanted, recognition for their contribution to the industry by their management. According to Bendix (1996: 78) workers decided to unite themselves into an employee association. This employee association was then given the term trade union. Finnemore and Van Der Merwe (1987:36) argue that the ideal vision of a trade union was to ensure that the entire work force gets the recognition that they deserve from the owners of the company.

This was meant to ensure that worker participation prevails in the workplace, and that there is co-operation between employers and their staff.

Worker participation did not exist in South Africa, prior to the 1973 strike by the dockworkers in Durban. Management learnt from this strike that employees form an integral part in the management of the company, and therefore their opinions need to be taken into consideration during decision-making. Management then resorted to a commission called the Wiehahn Commission. This commission was established in order to deal with the problems relating to industrial relations (Finnemore and Van Der Merwe, 1987:8).

From 1985, COSATU has been in South Africa, a driving force in ensuring that worker participation prevails. It has been noted by researchers such as Webster, Buhlungu, Bezuidenhout, Maree and others that there has been an improvement on the way employers are starting to buy into the whole idea of worker participation. Worker participation has taken forms of investments by unions, participation on the job, via arrangements made by the New Labour Relations Act of 1996 and co-determination. According to Samson (1996:48) the FAWU Investment Holdings is one typical example of unions participating in financial aspects of the company.

According to Dlamini (1999:79), the appointment of Gwede Mantasge in to Eskom board of directors is an example of a move towards co-determination in the employer-employee relationship in South Africa.

The analysis of the South African scenario shows that South Africa is moving towards, adopting worker participation as a strategy of ensuring industrial democracy. An example of the being, that of the South African Breweries whereby workers are given an opportunity to purchase trucks that will be used to transport the finished products from SAB. In the end the employers wards these workers with tenders and they eventually become self-employed. This is a typical example of how a new black capitalist is created (Dlamini, 1999:80).

From the lessons learnt from passed experiences it is evident that it takes a great effort from both the employer and the employee to reach the ideal vision of worker participation. Thus, Guest and Fatchett (1974:88) confirms that to be successful, an organization must work like a football team with everyone pulling together, thus reducing conflict between management and the work force. It is also evident that, in order for worker participation to be successful, both parties have had to be willing to accept and respect each other's views. This on the other hand does not mean that, constructive critics should not prevail amongst the employers' organization and the employees' organization. Should there be a problem emanating from miscalculated judgments both parties, need to go back to the drawing board and re-strategies. In the end both parties involved in ensuring worker, participation must be able to proudly say that, "we have done it" (Guest and Fatchett, 1974:89).

Marx (1976:281) argues that, "wealth is created by the muscle power of the worker and therefore, the worker deserves a fair share in running of the enterprise. When the worker participates in the running of the enterprise, the circle of worker participation is completed".

2.3 Conditions required, for worker participation to be effective

In order for worker participation to be meaningful and effective, a number of conditions need to be satisfied. Managers and workers must both want participation to be successful. Hostility from either side will guarantee failure (Bendix S, 1989:40).

Employees should be able to influence managerial behaviour; otherwise the situation is one of communication rather than participation. It must extend to important issues that genuinely affect employees working environment. It should not involve bargaining, with various

parties haggling for bigger shares in the profit of the company etc. (Bendix S, 1989:36).

The first commandment for effective worker participation is that employers must be willing to encourage communication with their employees and be willing to facilitate the process and interact with each other effectively. Information sharing must be undertaken with the aim of problem solving or reaching agreements (Reese, 1991:41).

Secondly, the interaction between the employer and the employees must be the hallmark of participation, since it forms the heart of decision-making activities. This will enable both parties involved to reach an agreement as to what sort of action should be taken, thus enabling them to achieve mutual objectives. The participative influence of employees can increase to the extent of joint or co-decision making processes (Reese, 1991:42).

Consequently, a high level of worker participation occurs when joint decision-making can effectively require, that the employer obtain the concept, for a proposed change from the unions and its leaders.

Thirdly, there must be a clear-cut distinction between the roles and the functions of workers and managers. This distinction must be based on fundamental respect for each other, and if there are areas and roles that overlap, both the employer and the employee must ensure that agreement is reached. If there is a certain element of ambiguity, in the context of the notion of “worker participation”, trade unions and employers associations need to see to it that the misunderstanding is cleared (Reese, 1991:43).

Fourthly, participation in management should be regarded as a primary step towards a decision making process through which the aims and methods of the union and enterprise of achieving their mutual objectives, are decided. Therefore, the emphasis should be on the functions of management and the unions, rather than on their roles as

conflicting organizations, though the researcher cannot ignore this aspect completely (Reese, 1991:43).

Fifthly, the hierarchical authority aspects of management must create a platform for worker participation in the management of the company. Many decisions, for instance, can only be made at higher levels within the hierarchy, thereby affecting the patterns of any system of worker participation. This will enable the trade union as the voice of the workers to be heard in decision-making within the company (Reese, 1991:43).

The desire for participation in management must signify the desire to have a voice in decision-making, which directly effects personal as well as social interest (Backer, 1998:76).

2.4 Collective bargaining towards worker participation

There are many different arguments surrounding the issue of worker participation in decision-making of a company.

According to Anstey (1998:11), participation in management is essential as a process through which workers share in decision -making, that extend from and beyond the decisions that are implicit in the specific content of jobs, they do.

Participation is either, as individuals, through a union or other organizations have a share in the managerial decisions in a company. This share can be achieved through such different methods and levels of participation, as collective bargaining, the appointment of worker-directors, consultation, autonomous work groups and particular styles of management (Anstey, 1998:12).

Anstey (1998:22) further argued that, participation in management has been seen as involving a different process from collective bargaining. He went on to argue that, in collective bargaining there are two sides,

unions and employers facing each other as adversaries, but ultimately seeking an agreement. He indicated that in the participation process, seeking an opportunity is given either to individual workers or trade union organizations to be represented on the management's decision-making bodies.

In order for workers to be able to participate in decision-making in a company, via trade unions, collective bargaining is a pre-requisite.

Guest and Fatchett (1974:24) defines collective bargaining as those arrangements under which wages and conditions for of employment are settled by a bargain in the form of an agreement between employers or associations of employers and worker organizations.

The objective of collective bargaining is to achieve a jointly agreed rule to regulate the issue in dispute to permit enterprises to continue, satisfactorily in the participation forces. Thus, the end is a managerial decision that is more acceptable to the workers and thereby more effective and efficient than a decision made unilaterally by management. However, trade unions have a view that the concept 'worker participation' appears to be founded on an assumption that the enterprise is a pluralistic organization with competing interests, which has to be formally regulated on a joint basis (Guest and Fatchett, 1974:25).

The trade unions emphasise that worker participation can truly be seen as a means of sharing power and providing employees with greater influence in the organisation's decision making, particularly through the enhancement and strengthening of representational decision systems (Bendix, 1989:60).

Worker participation can further be seen as a philosophy or a style of organizational management, which recognizes the management in the areas of the organisations in decision-making beyond that which normally covered by collective bargaining (Bendix, 1996:551).

It has been noted that in developed systems, participation and collective bargaining are supplementary processes. The differentiation between the collective bargaining function and the participation function does not signify the trade unions, and their office bearers cannot be involved in the worker participation schemes (Bendix, 1996:552).

Bendix further mentions that in majority of the systems, where participation has been introduced trade unions have played a significant role. A shop steward being involved as he is in the workplace affairs may act in both a collective bargaining process and a participative capacity.

Salamon (1998:67) indicated that in countries such as UK and USA collective bargaining has in the past been the primary or even exclusive method for exerting or using employee influence within the company and has in general been limited to joint decision making about pay and terms of employment including an element of operational work regulation.

2.5 The different forms of worker participation

There are two common forms of worker participation practices, one being direct and the other indirect participation (Salamon, 1998:67).

Direct participation entails that the subordinate participants speak for themselves about work or matters related to work. In general, aims, rules and means are not codified and external influences are normally absent. Indirect participation implies that the sub-ordinate participants speak for their constitutes with top managers about the general policy of the organization, procedures are formalized, and outside agencies often do influence to some extent what goes on in the workplace (Salamon, 1998:68).

Backer (1998:31) argues that management's perception of the degree of employee influence on decision- making remained relatively constant as between direct and indirect forms of participation. He therefore, indicated

that shop steward's perception of employee influence through direct form of participation was the exception of protection of work environment lower than that of management.

Therefore it is, generally accepted that direct and indirect participation can be interpreted differently, depending on which point of view is taken.

Direct and indirect participation in the widest sense refers to the involvement of one group of employees in the decision-making processes of the enterprise, which traditionally has been the responsibility and the prerogative of another group of employees, usually managers. (Nel and Van Rooyen 1985:14)

Furthermore they argue that the concept of participation on its own primaries consist of three inter-related elements which may be manifested in decision-making process of an enterprise in a number of ways. These elements are influence, interaction and information (Nel and Van Rooyen, 1985:16).

2.6 Examples of worker participation

Worker participation can be divided into two segments, share ownership schemes and Profit sharing schemes.

2.6.1 Share ownership schemes

Share ownership schemes are intended to making employees also, the owners of the property or more specifically, part of the company of which they work for. It could be said, that share ownership schemes are the capitalist answers to the more socialistically conservative co-operations. Employees are encouraged to buy shares or are granted shares in the company (Bendix, 1992: 527).

Share ownership schemes make the free enterprise system more acceptable to Blacks and may lead to more equitable distribution of wealth without sacrificing the capitalist philosophy. The argument against shares in South Africa is that Black workers are suspicious of white capitalism and have so far tended to regard any schemes of this kind as an attempt to co-optation (Bendix, 1992: 429).

Some employees, view share ownership as a scheme which tries to distribute wealth equally, but they feel that there is a need for a union to play an educative role, if the schemes are to work in practice. If the share ownership is carried out fully, the workers will become employers, which mean that they will have advanced the system of capitalism instead of destroying it.

Employees are encouraged to buy shares, and this will encourage commitment to the company and participation in decision-making at corporate level. In essence, such workers are no longer workers, but they now are part of the system (Armstrong, 1991: 712).

The main highlight of share ownership is that it provides workers with the opportunity to become shareholders in the company that they work for.

Share of ownership at this level is not meaningful unless the employees have been given adequate control and voting rights to determine the composition of the board. The direction at which the business is being run is determined at the ownership level. Employees will participate at this level to make decisions regarding investment, expansions and interactions, which affect the future well being of both the enterprise and its workers. Worker participation at this stage involves the sharing of information and decision-making about matters that affect the way which work is planned, co-coordinated and controlled (Armstrong, 1991:714). This implies that participation is more formal when it reaches a stage such as this.

2.6.2 Profit sharing schemes

According to Reese (1991:591), profit sharing schemes are defined as a plan under which an employer pays to eligible employees, as an addition to their normal remuneration, special sums in the form of cash or stock related to the profits of the business. The introduction of these schemes shifts the emphasis from a share in decision-making and work process to a share in financial rewards earned by employers and employees while engaged in economic activities.

Profit sharing schemes provide for a fixed proportion of company profits to be paid to all employees, either individually or to a fund established for the benefits of the employees (Bendix, 1996:557). Schemes such as the above one are intended to bring about a fairer distribution of wealth.

In the end, the employees through these schemes are made to feel like partners in the enterprise, motivated to work harder, cut waste and push sales. When these employees working under these schemes retire, the company provides pension and fringe benefits without increasing fixed costs, for the company contributes only in profitable years. Before being caught up in the debate surrounding profit sharing schemes, it is of importance to unpack the dynamics surrounding its objectives (Bendix, 1996:554).

Profit sharing schemes seeks to install a sense of partnership between employers and employees. These schemes are implemented for the organization to be effective and more productive. (Bendix, 1996:557)

However, the ultimate objective is to encourage co-operation between the management and the employees and to, remind the worker about his moral right to share in the profits they have to produce. In essence, it is a form of appreciation by the company to the workers with regard to the service rendered by the workers. Although, this approach sounds as a

genuine initiative to bring about fairness in the workplace, there are limitations to this approach. Other than individual performance, this approach depends on the factors such as, the state of the markets, sales efficiency, technological development etc. In the end is the pay off period that took a very long time to occur and these causes a delay in terms of payment. Another problem uncounted in this method is that workers are not in a position to understand how profits are computed. (Bendix, 1996:559)

As a result, managers are faced with the problem of having to convince the workers that their efforts equal their shares. Lastly, the biggest problem with these schemes is that it adds little to satisfaction during good years but makes employees angry at their pay cuts in bad years.

2.7 Levels of worker participation in the decision-making process

Worker participation occurs at different levels and at different times being influenced by different internal factors. The influence of workers can increase to the extent where they and the employers are equal in decision-making processes. Consequently, the highest level of participation takes place when both employer and employee exert equal influence in the decision-making. The lowest level of participation takes place where the employer retains most of the influence and makes the most decisions. (Nel and Van Rooyen, 1985:310)

It is also possible for workers to have a higher level of influence and participation while the decision-making remains the prerogative of management. Interaction essentially concerns the problem solving activity of both the employer and workers. Interaction in this context therefore refers to the attempts made by both employers and employees to reach agreement on actions to be taken to achieve the organizational objectives.

The interaction between workers and employees is therefore, a hallmark of participation since it forms the crux of the decision-making activity. (Nel and Van Rooyen, 1985:309)

For the employer to interact meaningfully with the workers he or she uses the information available to them. Conversely, workers make information available to the employers to facilitate effective interaction. It is therefore, clear that information sharing between employees and employers are undertaken with an aim of reaching an agreement. (Nel and Van Rooyen, 1985: 310)

Nevertheless, where trade unions are involved in participation, it has become necessary to shift from conflict to co-operation, even though they may still represent the interest of their members. Furthermore, if unions participate at the higher decision making levels, a certain amount of joint responsibility is involved. This has placed unions in a dilemma in terms of their traditional roles as challengers of managerial decisions. (Bendix, 1996:123)

However, Poole (1975:321) has seen this concept as the principal means of obtaining greater control by workers and managers over several aspects of their working lives and in so doing, augmenting their powers vice versa that of management. He continues to argue that advocates of worker participation in decision-making have usually had in mind a concept of power based on two of its principal manifestations, namely, the formal patterns of control within organizations, and the scope, and the range of issues over which particular parties have some influences.

The formal patterns of control within organizations, Poole indicates that a number of levels have been identified which broadly correspond to the formal patterns of decision-making within the company. The first level concerns individuals on the decision-making where the worker is viewed as having some right to organize his activities within certain discretionary

limits. The higher the degree of skills of the worker, the less easy it is to measure directly his work activities and the greater will tend to be his freedom for managerial supervision. (Poole, 1975:143)

Therefore, it can be said that worker participation in decision-making, involves different levels of operations, which implies that there is a variation in the scope of control of the workers, over a given decision in which participation can in fact take place.

2.8 The effects of worker participation

Every action has a reaction, which may be, either positive or negative. Fundamentally, four propositions have been put forward about the effect of participation, on the exercise of power in industry and society.

Firstly, that occupancy of a given position enables an extension of the scope, range and even level of issues over which control can be exercised. Secondly, participation has dynamic effects upon values and consciousness and thereby leads to increasing expectations of and demands for participation. Thirdly, it is only through participation in the decision-making process in the industrial field that essential lessons about man's relation with the physical and natural world can be learnt, and the problems of alienation satisfactorily solved. Finally, worker participation in decision-making at the workplace level is an important basis for extending democracy within the society as a whole. (Bendix, 1996:531)

Therefore, it can be said that participation ideally requires both sides involved to have equal power in order to determine the outcome and solutions to decisions that need to be made. In the absence of power equality, one could argue, that employees would have to rely on management's goodwill. Ultimately, worker participation will also promote and build the relationship between employees and their employers in

decision-making for the organization, which is the central character and conduct of the industrial relations system at the workplace level.

2.9 Theoretical approaches to worker participation

There are various approaches to the concept of worker participation, as outlined by labour theorist. They are the following: Pluralist approach, unitary approach, Radical approach and the Neo-Unitary pluralist approach. (Bendix, 1996: 521)

2.9.1 Pluralist approach

The pluralist approach is based on an acceptance of the conflict of goals and interest between employers and employees, but with the presupposition that it is possible to achieve some balance of both interest and power between the participants to the labour relationship. This does not apply an inevitable compromise in all cases, but nearly, that conflict can be contained and effectively managed. From this approach, conflict is viewed as unavoidable and as arising from the organizational structure or the very nature of the employment relationship. (Finnemore and Vander Merwe, 1987: 48)

However, such conflict occurs within the framework of a limited common purpose that is, the continued profitable existence of the enterprise since both parties will suffer. (Finnemore and Van der Merwe, 1987: 48)

Due to this common interest, the parties are usually willing to reach a compromise and jointly to establish rules for their conduct towards each other. By doing this, they ensure that conflict inherent in the relationship does not assume destructive proportions. The freedom of association principle, the process of collective bargaining and some measure of joint decision-making is a means by which a balance between the various participants is achieved. (Finnemore and Van der Merwe, 1987: 48)

Adopting the pluralist approach sees trade unions not as a threat, but as a means to balance the power.

The pluralist view is the one most widely held in Western democratic society, although it can also not be supported without at least a consideration of unitary and radical approaches. The most common criticism of pluralism is that it still accords no real power to employees and trade unions. (Finnemore and Van Der Merwe, 1987: 49)

2.9.2 Unitary approach

According to Finnemore and Van Der Merwe (1987:46), in a unitary approach the organization is viewed, as a coherent group or team with a single, common aim, the continued, profitable existence of the enterprise. Employers and employees are thought to share the same set of values, general support for the free enterprise system, a respect for the authority of management and an emphasis on loyalty and diligence.

It is further argued by Finnemore and Van Der Merwe (1987: 46) that all participants are supposed to strive for higher profit sharing, through greater productivity in order for them to all share the rewards. The prerogative of the management and managers who adhere to this approach do not regard challenges to their authority as legitimate. Conflict is viewed as irrational and antisocial. When it does arise, it is attributed to either interpersonal friction or a lack of understanding or to aberrant that enjoys causing conflict. It is believed that conflict can be resolved either by promoting better human relations, usually in somewhat paternalistic fashion, or by the use of authority and force. Trade unions are not seen as necessary for this approach.

Management, who favour this approach, may go so far as to bargain with unions on issues such as wages and general conditions of employment, but they resent any challenge to their managerial prerogative

and will resist bargaining on matters such as retrenchment, technological changes and relocation since they regard this as a responsibility of the management. (Finnemore and Van Der Merwe, 1987: 47)

The unitary approach is still being adopted by numerous managements and accepted by some employees. In South Africa, it is almost universally held that until the so-called 'new' trade union movement as well as judgments emanating from the industrial labour court began to challenge the absolutism of the managerial prerogative and to promote a more pluralist approach. In analysing this approach, one would agree with the notion that it is highly acceptable that both employers and employees should have the same sense of thinking regarding possibilities of sharing the same set of values. (Finnemore and Van Der Merwe, 1987: 46)

2.9.3 The radical approach

The radical approach, which is also known as the Marxist approach, denies that any balance of power can be achieved within a capitalist system. In terms of this approach, the root cause of conflict between employers and employees is to be found, not in the narrow confines of the employment relationship, but in the wider society, which support a capitalist economic system and establishes social, political and legal structures, which favour the employer. (Bendix, 1996:189)

The latter's power is consequently, always greater than of the employees although collective bargaining procedures may establish the illusion of equality. Proponents of this approach regard collective bargaining as an employer's strategy aimed at coaxing the working class as compliance and even regard worker participation in the decision-making process as an attempt at co-option.

Trade unions are supported, but they only play a political role, that is, if they act as agencies towards total change or transformation. Adherents to this approach believe that there can be no point of common interest between the employers and employees since, in working towards increased profits and greater surplus value, employees would in effect, be supporting their own exploitation. The solution as proposed by Marx, is the supplanting of the capitalist system with a system of shared ownership and communal control (Bendix, 1996: 189).

2.9.4 Neo-unitary pluralist approach

Although the three approaches outlined above constitute a basis for theoretical differentiation, a particular party may amalgamate two or more of these approaches. Thus, many unionists whose approaches may be essentially radical tend to live with, and even promulgate a pluralist approach to the relationship. There is a tendency amongst management and employees to accept pluralism, but at the same time, to move towards a new kind of unitarism. (Guest and Fatchett, 1974:87)

The latter will emphasize commonality and co-operation but, in all likelihood, will not be paternalist in nature. The extremes of traditional unitarism would also be tempered by the acceptance of trade unions and collective bargaining functions. (Bendix, 1989: 220)

However, in order for worker participation to be effective, there must be certain rules in place, which need to be followed by both the employee and the employer. The pluralist approach can be recommended for South African companies, since in order for companies to be productive and efficient, employees and employers need to accept that conflict does exist, and needs to be dealt with accordingly.

2.10 Defining productivity as it relates to worker participation

According to Sutermeister (1976: 3), productivity is the output per employee-hour quality considered. The output per employee-per hour results not from people's efforts alone, but jointly from all factors including money, machines, raw materials and is also determined by technical factors, and human factors.

Productivity is considered a primary goal of businesses. Without a satisfactory level of productivity, a profit-oriented organization cannot survive and most, if not all non-profit organizations' are interested in doing more work without a proportionate increase in money, equipment and employee hours. The ability time's motivation: i.e. if employees are motivated s/he could be the most capable individual in the world, but there would be no connection between ability and performance, or if an employee had no ability, there could be tremendous motivation but there would be no connection between motivation and performance (Sutermeister, 1976: 4).

According to Cascio (1995: 15), productivity is a measure of the output of goods and services relative to the input of labour, raw material and equipment. The more productive and industry, the better its competitive position is because its costs are lower. Improving productivity, means getting more out of what is put in. It does not mean increasing production through the addition of resources: such as time, money, materials or people. It is doing better with what you have. It is not working harder, but it is working smarter interacting all necessary processes.

Yankelovich (1975: 40) defines productivity as quality of the output as well as quantity produced by an overall of efficiency and effectiveness of labour process within an organization. For instance, output per worker is working hour in any company. The labour operating process includes intangibles such as employee loyalty; morale and job satisfaction and such intangibles may be the disruptions, sabotages and other indicators of

challenges in the company or organization, even though their impact on output cannot be measured easily. Productivity also refers to ratio of output to input by industry or section of the economy.

Faraday (1971:14) defines productivity using two principal techniques that is “organization and methods”. A management service is to increase administrative efficiency of an organization by improving procedures, methods and systems, communications and controls over organizational structures. While operational research will be an approach, which is to develop a scientific model of the system, incorporating measurements of factors such as chance and risks with which to predict and to compare the outcomes of alternative decisions, strategies or controls, thus it is the vehicle to effective productivity.

Heaps (1992:3), argues that productivity is the key determinant of the value, and is related to all factors that influence value that is, quality, service, and price. Moreover, productivity is the relation of output to input thus, output as value of goods and services integrated with input as cost of resources consumed.

Heaps (1992: 3), further argues that productivity is measured at a number of levels starting with the international and national, and moving down to measurement by industrial sector, then at organizational level and finally at sub-organisational levels, perhaps down to the levels of individuals.

The interest in productivity, measures at a national level for his economy or particular sectors is important in that productivity improvement is seen as the only valid way to pay for increased standards of living. Increased productivity can thus be used by governance as a measure of success of its economic policies. Productivity is thus the only secure way of improving the company’s balance of payments, controlling inflation and providing more leisure time that will indicate that improved

productivity can be linked to both higher standards of living and improved quality of life. For Heaps, productivity provides an alternative measure of well being to that of profitability as profitability is thus a combination of productivity and “price recovery” (Heaps, 1992: 4).

It can be measured at different levels of the organization right down to that of the individual employee. At this level, profitability would almost certainly be an invalid measure. The overall productivity of the organization is dependent on productivity of each division, departments, sections and individuals and it is possible to measure at each level to build a hierarchy of measures that allow analysis of a range of activities and functions that make up the total work of the organization. This therefore, will include productivity techniques, as the basic commitment to productivity improvement and involvement of all sections of the organization that is, the creativity and commitment of all members of the organization should be meaningful at all levels of the workplace. (Heaps, 1992: 6)

Latham and Wexley (1994: 2), argue that productivity comes not only from machine; but also mostly from people using technology as employees who design; employees who maintain, and operate the equipment or manage the workflow. This is however, unfortunate because regardless of the total investment in technology or equipment, the fact remains that the individual employee is key to productivity.

The productivity of most organizations is a function of the way of at least three variables managed, technology, capital and human resources. Many organizations have been leaders in realizing dollar opportunities from technological development and capital investment. Many of these same companies however, faced a greater challenge to maximize productivity by failing to take full advantage of the abilities of the people. (Latham and Wexley, 1994: 2)

Increases in performance due to capital or technological investments can be measured in traditional accounting terms, example, profits and costs, measured by output and input. The influence of an individual employee on productivity in most jobs is difficult to measure in traditional cost accounting terms only. The influence of an organisation's human resources on productivity can be measured in terms of what people do on the job, being measured through direct observations by managers and subordinates. (Latham and Wexley, 1994: 3)

2.11 The relationship between worker participation and productivity

Worker participation strategies tend to have a lasting impact on attitudes and productivity if the new job involves substantial increase in responsibility and autonomy of all workers in the workplace. Worker participation for instance, in problem solving does not alter job itself or job rotational schemes that do not add responsibility and challenges tend to motivate employees only over a short term. Worker participation programs die out eventually if the company or the organization does not change in a manner consistent with the democratic values and behaviours of the participation programs, productivity will not be increased, instead there will be a downfall in production. (Christman; 1994: 43)

There are some ways that need to be avoided; in order for worker participation to survive, namely, the pay system fails to acknowledge the new activities and contributions of workers. Managers, cease to respond to worker's suggestions after initial enthusiasm, if there was any, is over. If participating workers develop distorted perceptions of their own promotional and value to the company, and they become disillusioned when they do not advance. (Christman, 1994: 44)

As other critics have indicated that productivity is mostly about people / workers participating collectively in control of technological

resources, therefore, the method or extent of participation should reflect an active individual involvement in decision making with regard to workforce situations. The scope of participation from both angles that is, task-centered in orientation and power-centered, which determines the framework or environment within which operational decisions have to be made, must be effective in order to refuel co-operation in all levels. While all technical factors and human factors are being maintained and managed in a proper manner. Thus, the output value of goods and services integrated with input as cost of resources consumed. (Sharrock, 1996: 472)

2.12 Defining job satisfaction as it relates to worker participation

Worker participation promotes job satisfaction, which also plays a role in productivity. According to Deep (1978: 25), job satisfaction is meant for human needs as workers that are fulfilled through the performance of one's work. A worker to whom job satisfaction is important is likely to be significantly and positively affected by a positive work environment. A useful way to view differences among workers needs is to consider the means by which needs may be satisfied. It is imperative to view not just what needs are important but also where and how they are most likely to be gratified.

According to Hoppock (1935: 5), states that job satisfaction 'Whether or not one finds his employment sufficiently and satisfying to continue in it, either permanently or until he has prepared himself for a greater responsibility, is a matter of the commitment between the employer and his employees'. According to Burack and Smith (1977: 104) regard "compensation" as an important determination of job satisfaction, while Parker (1971: 43) using the initiative and having responsibility is an important factor underlying job satisfaction. This involves a feeling of freedom to take a decision.

Straus and Sayles (1980: 2) indicated some of the personal variables, which determine job satisfaction “input – output relations”. A worker’s satisfaction with his job depends on how he perceives the relationship between what he puts into the job and what he gets out of the job.

Needs satisfaction stimulates productive behaviour and psychological growth. The failure to satisfy needs results in frustration, and it negatively affects workers ability to perform a job well.

2.13 Measuring job satisfaction

Presthus (1979: 23) makes the point that to simply ask a person whether he is satisfied with his job is naïve.

Since work is such an important part of one’s self-image in our society, it is important that it be measured accurately. Jobs require interaction with co-workers and employers, following organizational rules and policies, meeting performance standards that are less than ideal. The means that an employee’s assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements (Robins, 2003: 22). Job satisfaction can be measured using certain tools, via rating scales, critical incidents, interviews and direct observation.

2.13.1 Rating scales

The most common approach for measuring job satisfaction is the use of rating scales. One uses rating scales to judge properties of objects without reference to other similar objects (Welmer and Kruger, 2001: 16).

The Likert scale is the most frequently used variation of the rating scale. It consists of statements that express either a favourable or an unfavourable attitude toward the object of interest. Between 20 and 25

properly constructed questions about an attitude object would be required for a reliable Likert scale (Cooper and Schindler, 2003: 34). The Likert scale was used to measure the job satisfaction component for this study.

The most popular job satisfaction questionnaire today is the Minnesota Satisfaction Questionnaire (MSQ), which was developed in 1967. This instrument provides a detailed and thorough picture of the specific satisfaction and dissatisfaction of employees.

Questions in a rating scale deal with the work itself, pay, promotional opportunities, supervision, and co-workers. The advantage of a rating scale is that it is easy and quick to fill in, and norms are usually available for comparison (Gerber et al, 2002: 45). However, it is subjective where a person might misinterpret the questions and the evaluator needs to appropriately understand how to evaluate the questionnaire. In the absence of further job satisfaction questionnaires, the Minnesota Satisfaction Questionnaire has been used for the purpose of this study, taking into account its limitations.

2.13.2 Critical incidents

Gerber *et al* (2002: 14), describes the critical incidents approach to measuring job satisfaction as an opportunity that employees are given to describe situations or events in their jobs that made them either very satisfied or very dissatisfied. The researcher will examine these situations in order to identify underlying themes.

The critical incidents approach to the measurement of job satisfaction was made popular by Frederick Herzberg (1959). He and his colleagues used this technique in their research on the two-factor theory of motivation. Employees were asked to describe incidents on their job when they were particularly satisfied and dissatisfied. One of the major benefits of the critical incidents approach is that it allows the respondents to say whatever they want.

2.13.3 Interviews

Interviews are conducted in various ways, such as by telephone and personally. Interviews conducted can be either structured or unstructured. Another way of assessing job satisfaction is by using personal interviews. This approach allows for an in-depth examination of job attitudes.

2.13.4 Direct observation

McDaniel and Gates (1998: 34), defines direct observation as the systematic process of recording the behavioural patterns of people without questioning or communicating with them.

Mechanical aids are used to record the relevant behaviour, but the recording obtained in this manner ultimately has to be observed and coded or evaluated. The reliability and validity of the measurements thus obtained depend on the experience and skills of the observers (Welman and Kruger, 2001: 67).

2.14 Factors that influence job satisfaction

There are a number of factors that influence job satisfaction. These include salary, supervision, promotions, status and recognition, utilization, working conditions, remuneration, the work groups, and the work itself. A few of these factors will be discussed below.

2.14.1 Salary

Salary refers to payment made by an employer to an employee for work performed. Money is vital not only in the sense that it helps people attain their basic needs, but it is of utmost importance in providing upper level need satisfaction. It appears that a perceived low salary, which leads

to job dissatisfaction, is a main contributor to employee turnover. (Mobley, 1982: 45)

Robbins (2003: 37) believes that salary is a key determinant of job satisfaction because it serves as a symbol of achievement and a source of recognition. It is evident that pay is an essential aspect of job satisfaction despite self-report surveys, which place pay as being of low importance to overall job satisfaction. Pay has different meanings to individuals. It can be an indication of achievement and recognition or alternatively can be viewed as failure. It appears that money means different things to various groups, and is likely to have greater importance for individuals who cannot gain other satisfactions from their job. (Gruneberg, 1979: 64)

Employees often see pay as a reflection of how management views their contribution to the organization. Fringe benefits are also important, but they are not as influential. The reason is that most employees do not know how much they are receiving in fringe benefits. Many employees tend to undervalue these benefits because they do not realize their significant monetary value. However, if employees are allowed some flexibility in choosing the type of benefits they prefer within a total package, called a flexible or cafeteria benefits plan, there is a significant increase in both benefits satisfaction and overall job satisfaction. (Luthans, 2002: 46)

2.14.2 Supervision

Supervision is another important source of job satisfaction. Vroom (1964: 53), emphasized that a supervisor's function is to provide a link between the workers and higher management for the sole purpose of securing worker benefits. Furthermore, the supervisor may impart some vital skills that are required to master the job. If the mastery of job is achieved, in many cases a proud and satisfied worker will emerge.

Carlopio and Gardner (1995: 62), state that the potential advantages of supervision may account for the job satisfaction. Employees derive

satisfaction from appreciation of their work as expressed by persons in a position of authority.

Carrell et al (1998: 49), conclude that job satisfaction is considerably improved when supervisors are perceived to be fair, helpful, competent and effective. This includes the supervisor's skill as a problem solver, coach, trainer and listener. Insensitive, incompetent and uncaring supervisors seem to have the most negative effect on employee job satisfaction. This includes unfair, biased treatment by supervisors, failure of supervisors to listen and respond to employee's problems or concerns and problems with management communication credibility.

2.14.3 Promotion

Promotion opportunities seem to have a varying effect on job satisfaction as they take on different forms. Lack of opportunity for promotion leads to a negative feeling of satisfaction as frustrated ambition can give rise to particularly intense feelings of dissatisfaction. (Vroom, 1964: 47)

Individuals who are promoted based on seniority also experience job satisfaction, but not to the same extent as those who are promoted based on performance. Ghiselli and Brown (1995: 38), believe that the recipient considers promotion only if he desires it. On the contrary, if a person is promoted into what he perceives as not a stimulating job, dissatisfaction results. (Campbell and Pritchard, 1976: 57)

In recent years with the flattening of organizations and accompanying empowerment strategies, promotion in the traditional sense of climbing the hierarchical corporate ladder of success is no longer available as it once was. Employees working in this new set-up know that not only are traditional promotions not available, they are not even as desired. A positive work environment and opportunities to grow

intellectually and to broaden their skill base has for many become more important than promotion opportunities. (Luthans, 2002: 74)

2.14.4 Status and Recognition

There is a casual relationship between the types of job an employee has and the status enjoyed. The job is a description or a tag, which marks the person, both at his place of employment and in the world outside (Vroom, 1964: 79).

Status refers to the job content status, which means the relative status value linked to the job within a specific organization itself and by other employees of the organization.

The reader's Digest Oxford Complete Word finder (Tulloch, 1993: 13) defines recognition as an act of showing appreciation of performance or efforts. Giving rewards and positive comments leads to a feeling of satisfaction.

Herzberg et al (1959: 48), sees recognition as a positive satisfier. He also points out that a lack of recognition if rated to poor company policy can be a strong source for dissatisfaction.

2.14.5 Utilisation

The self-actualisation need is represented by the opportunity people are given to utilize their capabilities (Vroom, 1964: 81). There are two types of utilization viz. qualitative utilization and quantitative utilization. Quantitative utilization refers to the amount of time an employee spends on the job daily, while qualitative utilization refers to the utilization of an employee's potential such as competence, skills and qualifications.

2.14.6 Remuneration

In the past, adequate reward was seen as the main force of motivating employees and keeping them satisfied. This view in present times is important, however not the only consideration. If remuneration is consistent with perceived effort and status, it acts as a satisfier (Herzberg et al, 1959: 61).

Kinicki & Kreitner (2003: 38) are of the opinion that feelings of dissatisfaction revolve around a person's evaluation of whether he or she receives adequate rewards to compensate for his or her contributively inputs. People perform these evaluations by comparing remuneration they receive to that relevant others. People tend to compare themselves to other individuals with whom they have interpersonal ties and with other people performing the same tasks. If they are remunerated adequately in comparison to others', job satisfaction results. If remuneration is not consistent with that of family and other colleagues, dissatisfaction arises.

2.14.7 Working conditions

The working condition under which an employee works depends on the perceptions of the worker (Herzberg et al, 1959: 79). If the working conditions are clean and attractive, the employees will find it easier to carry out their jobs. If their working conditions are unpleasant, employees will find it more difficult to concentrate on the job at hand (Robbins, 2003: 64).

Nelson & Quick (2003: 45), state that features such as temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the workplace, and adequate tools and equipment all affect job satisfaction.

Luthans (2002: 68) believe that most people do not give working conditions a great deal of thought unless they are extremely bad.

Additionally, when there are complaints about working conditions, these are some-times manifestations of other problems affecting an individual. If working conditions are good, there might not be a satisfaction problem, if conditions are poor, there very likely will be.

The working environment plays a critical role as the worker is in this environment for more than eight hours a day (Robbins, 2003: 71). A poor work environment can lead to feelings of frustrations and inadequacy, which ultimately can lead to poor productivity (Mobley, 1982: 68).

2.14.8 Work groups

The nature of the work group will have a major effect on job satisfaction. Friendly, co-operative co-workers are a source of satisfaction to employees. The work group serves as a source of support, comfort, advice and assistance to the individual worker. A work group that is enjoyable and pleasant to be in creates positive job satisfaction. On the contrary, if the work group is unpleasant to be around, it will have a negative effect on job satisfaction (Luthans, 2002: 62).

A pleasant and cohesive work group leads to a sense of satisfaction and enjoyment. The work group is also of importance in terms of the referral system. If the work group is un-cooperative, a feeling of dissatisfaction arises. A healthy relationship with peers in the job situation goes a long way towards building a supportive and co-operative atmosphere.

2.14.9 The work itself

Employees should find their work meaningful, interesting and challenging. It is only when individuals value the objectives and goals, and if the goals are personally challenging, that the work itself is valued. People

prefer interesting and challenging tasks that provide opportunities for self-actualisation and recognition (Gerber et al, 2002; 49).

Using valued skills and abilities provides workers with a sense of self-pride, a sense of competence, and a sense of self-confidence. Variety plays a crucial role in the work environment. Highly repetitive operations have no novelty, provide little stimulation and lead to psychological fatigue. Highly stimulating jobs can lead to psychological overload and sometimes burnout (Feldman and Arnold, 1983: 72).

The content of the work itself is a major source of job satisfaction for employees. Feedback obtained from the job itself and autonomy is two of the major related motivational factors. If the creative requirements of employee's jobs are met, they tend to be more satisfied. The most crucial elements of a satisfying job uncovered by surveys over the years includes interesting and challenging work (Luthans, 2002: 83)

2.15 Theories of job satisfaction

Motivation theories are divided into three groups: content theories, process theories and reinforcement theories (Gerber et al, 2002: 92). For the purpose of this study, two motivation theories were selected, namely Maslow's (1954) hierarchy of needs and Herzberg's (1959) two factor motivation theory. The reason these theories were chosen is that they are often used as standards in investigations into job satisfaction.

2.15.1 Maslow's hierarchy of needs theory

Maslow's (1954) self actualisation models are based on the work of existential philosophers who postulate that man has the innate drive to achieve his full potential, but that it is the conditions of everyday life that

places constraints on this “instinct for self actualisation” and cause him to perform sub-optimally.

Maslow (1954) suggests that human needs are arranged in a hierarchy of importance. The hierarchy ranges through five levels, namely physiological needs, safety needs, love needs, self-esteem needs and self-actualisation (Robbins, 2003: 96).

George & Jones (2002) describe the level of needs in Maslow’s hierarchy as follows.

2.15.1.1 Physiological needs

These include hunger, thirst, shelter, sex, and other physiological needs associated with the biological survival of the individual and the species. Physiological needs are the most prominent needs and if they are not satisfied, human behaviour will be mainly directed at satisfying them.

2.15.1.2 Safety needs

As soon as physiological needs are satisfied needs on the next level of hierarchy emerge which include security and protection from physical and emotional harm.

2.15.1.3 Social needs

These include the need for love, acceptance and friendship. It only occurs once a person feels safe and in control of possible threats.

2.15.1.4 Ego needs

Relates to a person’s self-esteem and self-respect. They include the need for self-confidence, independence, freedom, recognition, appreciation and achievement.

2.15.1.5 Self-Actualisation needs

If all the previously mentioned needs are met people spend their time in search of opportunities to apply their skills to the best of their ability. Self-actualisation needs become important.

Feeling part of a group and a sense of acceptance and belonging to the group satisfy social needs. The ego needs and self-actualisation needs are what employees strive for. These needs provide a challenge for the workers.

Robbins (2003: 82) concluded that Maslow's theory received wide recognition among practicing managers because of the theory's intuitive logic and ease of understanding. However, Nelson and Quick (2003: 97) levelled the criticism at Maslow's hierarchy of needs in that at any particular time only one set of needs can motivate behaviour and it is not possible to skip levels. Once an individual satisfies one set of needs he or she tries to satisfy needs at the next level of the hierarchy, and this becomes the focus at attention. However, each worker differs in his or her needs they try to satisfy at work and what motivates one worker may not motivate another. However, in present times in order to have motivated workforce managers must identify which needs different workers are trying to satisfy at work to enhance job satisfaction.

Although there have been criticisms against Maslow's theory, it still provides a useful framework for the understanding of needs and expectations.

In this study, social, ego and self-actualisation needs are the three aspects of Maslow's Hierarchy that were used to interpret or draw conclusions from the data received.

2.15.2 Frederick Herzberg's Two-Factor Motivation Theory

A further theory in the study of job satisfaction is proposed by (Herzberg et al, 1959). He investigated the question pertaining to "What do people want from their jobs". From his research, he concluded that all variables that make people feel either good or bad about their jobs can be grouped into one or two factors or categories, thus the name Herzberg's two-factor theory of motivation was developed.

Herzberg's (1959) theory stated that some factors are satisfiers when present but not dissatisfies when absent, other are dissatisfies, but when eliminated as dissatisfies the result is not positive motivation. He also found that five work related factors: achievement, recognition, work itself, responsibility, and advancement, tended to affect job attitudes in a positive direction. The presence of these factors tended to contribute to increases in performance. On the other hand, he found that there are eleven work environment related factors. In the case of most of these factors, if the factor was not present its absence led to employee dissatisfaction.

Table 2.1: The satisfaction and dissatisfaction factors (Herzberg et al., 1959)

SATISFIERS	DISSATISFIES
Found in the work itself	Found in the environment of work
Achievement	Salary
Recognition	Possibility of growth
Work Itself	Interpersonal relations (Subordinates)
Responsibility	Interpersonal relations (Superior)
Advancement	Interpersonal relations (peers)
	Supervision (Technical)
	Company policy and administration
	Working conditions
	Personal life
	Status
	Job Security

The above 16 factors of Herzberg (1959) are of prime importance as contributors to job satisfaction or dissatisfaction of personal trainers or any worker. Robbins (2003) listed the following criticisms of the two-factor theory:

- The procedure that Herzberg (1959) used is limited by its methodology. When things are going well people tend to take credit themselves. Contrarily they blame failure on the extrinsic environment.

- The reliability of Herzberg's (1959) methodology is questioned. Raters have to make interpretations, so they may contaminate the findings by interpreting one response in one manner while treating a similar response differently.
- No overall measure of satisfaction was utilized. A person may dislike part of his or her job, yet still think the job is acceptable.
- The theory is inconsistent with previous research. The two-factor theory ignores situational variables.
- Herzberg (1959) assumed a relationship between satisfaction and productivity.

Regardless of criticisms, Herzberg's (1959) theory has been widely read and few managers are unfamiliar with his recommendations. The above theories can be used to explain actions and feelings that staff members exhibit from the responses received from the questionnaire.

2.16 The outcomes of job satisfaction

To society as a whole as well as from an individual employee's point of view, job satisfaction in and of itself is a desirable outcome. In examining the outcomes of job satisfaction, it is important to break down the analysis into various subsections such as: absenteeism, turnover, performance, work and non-work satisfaction and age. (Landy, 1985: 82)

2.16.1 Absenteeism

Research shows that employees who have less satisfaction tend to be absent more frequently. Employees who are dissatisfied do not necessarily plan to stay away, but find it easier to respond to opportunities to do so (Davis and Newstrom, 1985: 51).

Brooke and Price (1989) reported a significant relationship between job satisfaction and absenteeism. Employees with higher levels of job satisfaction were reported to be absent less frequently, than those who were dissatisfied.

Vroom (1964), after reviewing ten studies related to job satisfaction, found a negative correlation between job satisfaction and absenteeism. Locke (1976), support this view and concluded that the correlation was not extremely high and was usually less than 40%. Kinicki and Kreitner (2003), also supports this view as their results revealed a weak negative relationship between satisfaction and absenteeism. It is unlikely therefore, that managers will realize any significant decrease in absenteeism by increasing job satisfaction.

George & Jones (2000), state that absenteeism can be very costly for organizations. It is estimated that approximately a million workers a day are absent from their jobs. In a year, absenteeism costs companies in the United States of America approximately \$40 billion.

Luthans (2002), reports that many other variables enter into the decision to stay at home besides satisfaction with their job. There are moderating variables such as the degree to which people feel that their jobs are important. Those employees who believed that their work was important had lower absenteeism than those who did not feel this way.

2.16.2 Turnover

Turnover is the permanent withdrawal of a worker from the employing organization. Job satisfaction shows a weak to moderate negative relationship to turnover. Workers who are satisfied with their jobs are less likely to quit than those who are dissatisfied. (George & Jones, 2000)

Various factors contribute to high turnover in addition to job dissatisfaction such as workers who are young, have limited job tenure, lack of commitment to the organization and who perceive their jobs to be insecure, all tend to search for alternative jobs. (Luthans, 2002)

Robbins (2003) believes that an important moderator of the satisfaction turnover relationship is the employee's level of performance. The organization makes a considerable effort to keep superior performers by giving them pay increases, praise, recognition and increased promotional opportunities. They are more likely to remain with the organization because the recognition, praise and other rewards gives them more reasons for staying despite levels of satisfaction. The opposite tends to apply to poor performers. Few attempts are made by the organization to retain them.

Schmidt (1999, found that for women between the ages eighteen to twenty five, satisfaction was an excellent prediction of whether or not they changed jobs. As job venture increased there was less possibility of them leaving.

Chickering and Harighurst (1981), find that during midlife, an urgent need is felt for the reviewing of career plans. If the job of an individual is involved it fails to provide challenges, it may force the individual to start looking for new alternatives to ensure ongoing challenge and job satisfaction.

Luthans (2002) concludes that when things in the economy are going well and there is little unemployment, turnover is greater because people will begin looking for better opportunities with other organizations. Even if they are satisfied, many people are willing to leave if the opportunities elsewhere promise to be better.

Although no turnover is beneficial to an organization, a lower turnover rate is usually desirable because of training costs and the drawback of inexperience.

2.16.3 Performance

There have been various studies conducted in recent years to investigate the existing relationship between job satisfaction and performance. These investigations have yielded disappointing results.

Locke (1976), found that job satisfaction had no effect on productivity. Kinicki & Kreitner (2003) agree with these findings that the relationship between job satisfaction and performance showed no correlation.

George & Jones (2000) conducted a study to ascertain if job satisfaction is positively associated with job performance that is, if workers who are more satisfied with their jobs will perform at a higher level than those who are less satisfied. The results indicated that job satisfaction is not strongly related to job performance, there is a very weak positive relationship. Levels of satisfaction accounted for only about two percent of the differences in performance levels for the workers studied, thus concluding that job satisfaction is not meaningfully associated with job performance.

Job performance may contribute to workers being more satisfied with their jobs only if workers are fairly rewarded for good performance. If employees receive awards, they feel that they are equitable, they will be satisfied and this is likely to result in greater performance efforts. Luthans (2002) concluded that, satisfaction might not necessarily lead to individual performance, but does lead to departmental and organizational level improvement.

If rewards are seen as being inadequate, employees seem to be dissatisfied (Steyn & Van Wyk, 1999).

The relationship between job satisfaction and performance is viewed as being weak (Kinicki & Kreitner, 2003).

2.16.4 Job Satisfaction and Age

Kalmer and Ferris (1989), found a positive correlation between age and job satisfaction. In his sample, he used an all female group and the career stage theory. Their findings showed a U shaped curvilinear association between age and job satisfaction with regard to four of the job satisfaction measures used, namely pay, promotion, supervisors and co-workers, on the contrary a positive linear relationship was found between age and the job dimension of work. The findings indicated that satisfaction is high for youthful employees immediately following employment then drops after the first few years and then begins to climb as individuals continue in their jobs.

Raelin (1985) conducted a study on a group of 128 professionals who were mainly white. The respondents had a wide age distribution, diverse social backgrounds and from a wide variety of geographical areas. The findings confirmed the existence of three distinct career stages in an employee's life. The three stages were the early stage, middle stage and later stage.

Raelin also stated that in the early stages, professionals are intrinsically oriented in their rewards and show little interest in extrinsic rewards. In the middle stage, they are characterized by high degrees of professionalism and they show more commitment to their work. In the late stage, the ageing worker has lowered aspirations and professional commitment. Due to their age, they demand less from their work because alternative job offers are extremely limited.

Hall and Mansfield (1975), claim that satisfaction with the job shown by older workers arises from the meeting of their security needs. Generally,

they are in well-paid positions and may be pleased with the benefits available to them.

Mottaz (1987), attempted to validate the findings that age had a positive, indirect effect on satisfaction. The sample included 1385 employees of different career fields. His findings revealed that given the same job level, older workers are more satisfied than younger workers are. Upper level occupations and intrinsic rewards are significantly related to age. These intrinsic rewards are high and remain high across all age categories. On the contrary, extrinsic rewards were found to be less important for the same workers. Kinicki & Kreitner (2003), on researching employee attitudes, cite the following factors were related to job satisfaction. These are:

- Individual characteristics: ability, health, age, temperament, expectation and desire.
- Factors away from work: home conditions, recreation, consumer problems, social, economic and political conditions
- Factors in employment relations: salary, steadiness of employment, kinds of work performed, interesting work, worthwhile work, supervision, surroundings, and opportunities for advancement, understanding and respect that are shown by the employer.

Robbins (2003) identified five elements that are important to the effectiveness of the individual job productivity and satisfaction of its members. They are as follows:

- The technical organization of the group
- The social structure of the group
- The individual task motivation, which each member has motivated towards their jobs.

- The rewards they receive from performing the tasks associated with the job
- The satisfaction they receive from being an accepted member of the group.

2.16.5 Physical and mental health

Physical and mental health of employees is significant for both humanitarian reasons and financial implications. This is the main reason cited for why employers are concerned with the impact of job satisfaction on employee's health. Job dissatisfaction has been linked to physical symptoms such as fatigue, shortness of breath, headaches, sweating, loss of appetite, ulcers, high blood pressure etc. workers who are dissatisfied are more likely to take "mental health" days i.e.: days off not due to illness or personal business. (Feldman and Arnold, 1983)

Feldman and Arnold (1983) conclude that the following mental health problems have been related to the absence of job satisfaction: anxiety, tension, impaired interpersonal relations and irritability. Job satisfaction can lead to anger over unimportant matters, feelings of persecution, apathy, forgetfulness and an inability to concentrate and make decisions.

Kinicki & Kreitner (2003) believe that stress can have a very negative effect on organizational behaviour and on an individual's health. Stress is positively related to absenteeism, turnover, coronary heart disease and viral infections. Managers can reduce the negative effects of stress by improving job satisfaction.

2.16.6 Manner in which employees express dissatisfaction

Robbins (2003) identified the following ways in which employees expressed dissatisfaction:

- Exit: Behaviour directed towards leaving the organization
- Voice: Actively and constructively attempting to improve conditions
- Loyalty: Passively but optimistically waiting for conditions to improve.
- Neglect: Passively allowing conditions to worsen.

2.17 Job Security

One of the main concerns that an individual has upon entering a new profession is job security, or tenure of employment. Popular concern about job security has been on the rise in recent years. Even in a thriving economy, mergers and acquisitions, changes in business directions and staff realignments cause organizations to lay off employees. (Leonard, 2002)

Nigro (1997), states that enhancing job security is fundamental to career management. Nelson & Quick (2003), identify the following reasons that accounted for high turnover rates, viz. feelings of inadequacy, a feeling of insecurity and companies not being loyal to employees.

Popisil (1998) maintains that retaining talent is a major issue for companies today. This applies to the commercial gymnasium environment. If employers want to retain their best employees, they need to ensure that a climate of worker security exists.

In recent years, Federal Reserve Chairman Alan Greenspan, former US secretary of Labour, Robert Reich, and many journalists have argued

that workers were more anxious about losing their jobs, than they were in the past. (Landry, 1999)

Schmidt (1999) used the 1977- 1996, General Social Survey to document trends in workers beliefs about their own job security. Two measures of job security beliefs were used. The first indicates whether respondents believed that they were likely to loose their jobs within the 12 months, and the second indicated whether respondents believed that they were likely to experience a job loss that resulted in a decline in compensation or a spell of unemployment.

The results showed that during the economic recovery years of 1993 to 1996, workers were more concerned about keeping their jobs and about costly job loss than they were during years with comparable unemployment rates during the economic recovery of the late 1980's. In addition during the 1990- 1991 economic recession, workers were just as worried about losing their jobs as they were in the much more severe recession from 1982- 1983.

In South Africa, the 1994 General elections had an impact on the way workers felt about job security. South African workers' beliefs about job security was largely consistent with trends in the, Displaced Workers Survey. Employees were insecure in their jobs due to uncertainty about the first general election in South Africa. Schmidt (1999) concludes that the economic recovery of the 1990 is involuntary job loss rates were higher than they were during the economic recovery of the late 1980's and the earnings declines following job loss were more severe. In addition, involuntary job loss was nearly as prevalent during the recession of the early 1990's as it was during the recession of the early 1980's. He also believes that the involuntary job loss rates increased among white-collar workers, service occupation workers, college graduates and workers age 55 and older.

2.18 Factors that affect employee satisfaction and security

After analysing employee attitudes from more than 300 companies and half a million workers Pospisil (1999), concluded that retaining talent is a major issue for companies today.

He studied more than 50 employee satisfaction factors including advancement opportunities, benefits, communication, job autonomy, job satisfaction, job security, recognition, pay, teamwork, training, respect treatment, top management workload.

Comparing “committed employees”, those who said that they would stay with their organization for more than five years, with those who planned to leave within a year. Pospisil (1999) found far more satisfaction with employer’s skill development efforts among loyal employees (61% satisfied) than among those looking at other employers (25% satisfied).

Flexibility has become a byword for the 1990’s during the big corporate layoffs early in the eighties; people have concluded that job security is not prevalent in our present times. (Landry, 1999)

A worker at every level should be rewarded according to his contribution to the company. If someone who has never been in a boardroom it enables a business to flourish contributes, he should be paid for this. Remuneration usually ranks third or fourth when an employee gives a reason for resigning. An employee does not know where he stands in an organization because there is not enough feedback about his performance. (Van Zyl, 2000)

Van Zyl (2000) also believes that most people move on because they believe they contribute little to a company and the work does not promote their experience or career growth. These reasons point to an environment of uncertainty where people do not easily develop. An employee wants to see a clear link between the contribution he makes and the money he earns. Companies with policies that lead to insecurity mostly for short-

term reasons will suffer more problems than average in staff turnover, morale and lack of trust and loyalty. Eventually, the outcome is weaker financial crises results.

Roskom (2000), states that management needed to give urgent attention to the effects of restructuring on employee relations in companies. Structural change is a painful process in any business but with the necessary precautionary measures, a company can get back on track quickly.

2.19 The role of trade unions

Bendix (2001) defines a union as “any organization whose membership consists of employees, which seeks to organize and represent their interests both in the workplace and society and in particular seeks to regulate their employment relationship through the direct process of collective bargaining with management”.

Trade unions have various objectives and goals of which they work towards, which will have a positive impact on the banking industry.

Bendix (2001) identifies the following objectives of trade unions:

- To improve the terms of employment
- To improve the physical environment at work
- To achieve full employment and national prosperity
- To achieve security of employment and income
- To improve social security
- To achieve fair share in national income and wealth shares
- To achieve industrial democracy
- To achieve a voice in government

- To improve public and social services

In order to be effective, unions have organizational structures and procedures in place. Unions display the following levels: general memberships, local branches, regional committee and the national committee. Carrel et al (1998), describes these levels as follows:

1) General membership- this is where a shop steward is elected to liaise with management and the local union body.

2) Local branches – provides secretarial services and co-ordinates the activities of the union such as strike ballots, dispute handling, controlling finances and conveying general union policy to local members.

3) Regional committee- it usually consists of representatives from various branches, this committee also acts as co-coordinator of branch activities and as a liaison between branches and the national committee or the national executive.

4) National committee- consists of the chairman or president, general secretary and treasurer. The national committee is responsible for the implementation of union policies and decisions.

The researcher did not focus on trade unions too much because not many workers belong to trade unions and the role of trade unions was not involved in the study.

2.20 Conclusion

This chapter highlighted the theoretical aspects of worker participation and job satisfaction, which will help in the research that follows.

From the lessons learnt from passed experiences it is evident that it takes a great effort from both the employer and the employee to reach the ideal vision of worker participation. Thus, Guest and Fatchett (1974:88) confirms that to be successful, an organization must work like a football team with everyone pulling together, thus reducing conflict between management and the work force. It is also evident that, in order for worker participation to be successful, both parties have had to be willing to accept and respect each other's views. This on the other hand does not mean that, constructive critics should not prevail amongst the employers' organization and the employees' organization. Should there be a problem emanating from mis-calculated judgments both parties, need to go back to the drawing board and re-strategies. In the end both parties involved in ensuring worker, participation must be able to proudly say that, "we have done it" (Guest and Fatchett, 1974:89).

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the nature of the study, the survey method and the research instrument used. It further describes the way in which the data for the study was analysed.

3.2 The nature of the study

The research design is described as the framework or scheme, which provides for adequate and systematic investigation of a research problem. It is the overall plan, which sets guidelines for conducting the research study (Polit and Hungler, 1991; Treece and Treece, 1982).

The research method adopted for this study was the questionnaire method. After conducting in-depth interviews, questions that the researcher felt were pertinent arising from interviews were asked.

Due to the nature of this study, exploratory research was used, as this kind of research explores different views expressed by respondents and collates and group's similar responses received.

McDaniel and Gates (1998) state that quantitative research uses mathematical analysis and can reveal statistically significant differences between samples while qualitative research could be used to examine the attitudes, feelings and motivation of the samples. When conducting research for the purpose of this study, quantitative methods were used, as the research required using this methodology to have a better effect on the final research product. In this research quantitative research provided a more thorough understanding of worker participation and job satisfaction amongst Standard Bank employees.

One of the limitations of this study is that the respondents may discard or forget about the questionnaire handed to them, which could lead to a low response rate. The researcher had overcome this shortcoming by telephonically reminding respondents to complete the questionnaire. Another limitation of this study is that respondents could misinterpret questions, which could lead to invalid responses been received. The questionnaire was worded in simple terms to make it easy for the respondents to answer all questions, thus minimizing the risk of employees not answering all questions, due to misinterpretation. There is also the possibility of respondents not answering all the questions in the questionnaire, thus leading to some questions being discarded.

3.3 Selection of subjects

Ethical clearance was obtained from the Research Administration at the University of Kwa-Zulu Natal. Permission to conduct the research at the necessary branches was obtained from the relevant managers. All subjects were aware of the purpose of the study as well as the aims and objectives, and all respondents signed an informed consent to take part in the study.

The target population constituted the entire group of whom the researcher would attempt to draw conclusions and make generalizations (Polit and Hungler, 1991).

In this study, the target population consisted of all permanent employees of Standard Bank, who worked in branches within the KZN region. The total number of branches and the number of employees in KZN was obtained from the Human Resource division of Standard Bank.

In KwaZulu-Natal there is a total of 37 branches and a total of 1157 permanent employees within the branches who are employed by Standard Bank. Of these, six branches were randomly selected to participate in this

survey. There were a total of 269 employees who were selected to participate in this survey. Of these, there were 215 respondents.

3.4 The survey method

Interviews were conducted to assist the researcher in formulating the final questionnaire. The interview schedule was organised around the following questions. These questions were asked to permanent Standard Bank employees from one of the branches in KZN. These questions were:

- Biographical information concerning age, number of years in the profession, and level of qualification
- Views on job satisfaction
- Views on worker participation

The interviews helped the researcher to identify pertinent issues relating to job satisfaction and worker participation. It was decided that the questionnaires be administered among all 269 employees. Of the various techniques available, the postal method was considered the most convenient, particularly from a cost perspective. Questionnaires were couriered via, internal courier services to the relevant branches. The managers from each of those branches distributed the questionnaire and informed the respondents that their responses were confidential.

Two-week allowance duration was made for respondents to return the questionnaires. Returns were monitored and employees that had not responded by the end of one week were contacted telephonically in order to ascertain whether they had indeed received the questionnaire. The importance of their responses to the study, as well as its mutual benefit was also stressed. It was encouraging to note that there was a steady increase in the response rate following these telephonic reminders. At the

end of the two weeks, 215 responses were received out of a sample of 269. The overall return response rate was 80%.

3.5 The questionnaire

The questionnaire was divided into the two following sections:

Section one - being the personal details of respondents

These questions ranged from question 1.1 to 1.8. Respondents were required to circle the appropriate answers to questions concerning age, language, number of years of service, gender, marital status, race, and the level of their education.

Section two – being questions relating to worker participation and job satisfaction. This section comprised of questions 2.1 to 2.18. Opened as well as closed-ended questions were used. Respondents were asked questions relating to the degree of satisfaction they felt about various aspects of their jobs, as well as open –ended questions concerning their jobs.

3.6 Pilot study

The preliminary questionnaire was distributed to ten respondents in Kwa-Zulu Natal. Prior arrangements were made to meet with each respondent and the questionnaire was completed in the presence of the researcher.

Immediate feedback was obtained with regard to:

- Clarity of questions.
- The understanding of questions.
- Ambiguity.

- Identification of semantic difficulties encountered when completing the questionnaire.
- Identification of other queries and confusing aspects.

It was only after this pilot study was completed that the final corrections to the questionnaire was made and re-administered to the pilot group a week later, in order to attempt at least face validity of the questionnaire.

3.7 Reliability of the questionnaire

The reliability of a measure is its consistency. A measure is reliable if the measurement does not change irrespective of the number of times it is measured. For the purpose of this study, reliability was measured by using a group of employees of Standard Bank. Questionnaires were administered to these employees and re-administered a week later. The responses of both sets of questionnaires were similar, leading to the conclusion that the questionnaire used for the purpose of this study was reliable. There was no statistically significant difference between test one and test two for the pilot study.

3.8 Administering of the questionnaire

The questionnaire was administered within the month of November 2005. Each questionnaire was accompanied by a covering letter, which provided details of the researcher and the purpose of the study.

The following conditions were offered to all respondents:

- 1) Confidentiality was guaranteed.
- 2) Results of the study would be made available to the respondents as well as recommendations in respect to the working conditions of the respondents.

3) A free reply-paid envelope was provided with each questionnaire sent in order to minimize the inconvenience to respondents. A total percentage of 80% was received. This is higher than the normal response rate for questionnaire studies.

3.9 Analysis of data

The data was analysed using the Excel computer package. Open-ended questions were also interpreted and analysed. A rating scale from one to four was used to determine the levels of satisfaction of Standard Bank employees. The different levels of satisfaction with regard to salary, work environment and worker participation were also statistically determined. Exploratory research was used to analyse open-ended questions, by grouping similar responses.

3.10 Conclusion

This chapter has discussed the methodology employed to conduct the study. It examined the selection of subjects, the survey method and the research instruments employed.

Results of the study would be made available to the respondents on request, as well as recommendations in respect to the working conditions of the respondents. The next chapter will provide a discussion and analysis of the results obtained.

ANALYSIS OF RESULTS

4.1 Introduction

This chapter focuses on the analysis and interpretations of the data gathered. Data gathered from respondents were analysed using frequencies and percentages, which were tabulated. A total of 215 responses were received, hence sample size that we used is 215. The sample comprised of 12 managers, which makes up 6% of the sample, 30 team-leaders, which equates to 14% of the sample, 114 front-line staff, which makes up 53% of the sample, and lastly 59 support staff, which accounts for 27% of the sample. The sample will be grouped according to the above categories.

This chapter also discusses the data that has been gathered from the questionnaires. The questionnaires were handed out to six randomly selected branches in the KZN region. After collecting the questions from the respondents the data was collated and analysed. The first section of the questionnaire was general biographical information, which will be discussed in this chapter.

4.2 Interpretative framework for reporting results

All the data was obtained was analysed using the Excel computer package. Open-ended questions were also interpreted and analysed. A rating scale from one to four was used to determine the levels of satisfaction of Standard Bank employees. The different levels of satisfaction with regard to salary, work environment and worker participation were also statistically determined.

After the information gathered was analysed it was put into tables and graphs, which was explained in detail.

4.3 Demographic profile of respondents

The following section depicts the biographical data of the respondents obtained from the questionnaire in this study.

Table 4.1: Home language of respondents

Home Language	Manager	Team Leader	Frontline Staff	Support Staff
Zulu	25% (3)	33% (10)	42% (48)	44% (26)
Afrikaans	0	0	0	0
English	75% (9)	67% (20)	58% (66)	56% (33)
Other				

In terms of home language, 75% of the managers have English as their home language. While 25% are Zulu speaking. The team-leaders comprise of 67% who are English speaking, with 33% who are Zulu speaking. The front-line staff consists of 42% who are Zulu speaking and 58% who are English speaking. The support staff, consists of 44%, which are Zulu speaking, and 56%, which are English speaking.

Table 4.2: Age of respondents

Age in years	Manager	Team Leader	Frontline Staff	Support Staff
18- 25	0	0	42% (48)	9% (11)
26- 35	0	30% (9)	47% (53)	49% (29)
36- 45	83% (10)	70% (21)	11% (13)	32% (19)
46- 55	17% (2)	0	0	0

From the data obtained from the table above it can be seen that the majority of workers are staff that work in the front-line and have direct interaction with customers. The samples also comprise of a lot of support staff with fewer managers and team-leaders.

The majority of the managers from the sample are between the ages of 36-45 (83%), with only 17% of the managers who are between the ages of 46-55. From the team-leaders 70% are between the ages of 36-45 with only 30% falling between the ages of 26-35. With regard to the frontline staff, 42% are between the ages of 18 – 25 years, 47% are between 26 – 35 years and 11% are between 36 – 45 years. With regard to the support staff, 19% are between the ages of 18 – 25 years, 49% are between 26 – 35 years of age and 32% are between 36 – 45 years of age.

Age was taken into consideration in this research because different age groups have different perceptions of worker participation. The older respondents seem to be conservative whereas the younger respondents are more straightforward and honest.

It can also be seen that there is a decline in managers and workers who are between the ages of 45-55. The reason behind this is that the stipulated retirement age at Standard bank is 55. The majority of staff from the sample are between the ages of 18-25 and 26-35. The reason for the high intake of younger workers into Standard Bank is that they are perceived by management to work harder in order to get promoted. Younger employees also have the advantage of growing and developing with the company. Younger employees also seem to adopt to change more easily than the older ones, who are usually more set in their ways.

Table 4.3: Gender of respondents

Gender	Manager	Team Leader	Frontline Staff	Support Staff
Male	58% (7)	60% (18)	36% (41)	46% (27)
Female	42% (5)	40% (12)	64% (73)	54% (32)

With regard to gender in this sample, 58% of the managers are male while 42% are female. Sixty percent of the team-leaders are males while, 40% are females. Thirty six percent of the frontline staff are males while 64% are females. Lastly, 46% of the support staff are males while, 54% are females.

In terms of gender there seemed to be an equal proportion of males and females employed at Standard Bank. However, there is a greater number of males who are managers, as well as team-leaders and a greater number of females who are frontline and support staff. This is an indication of the imbalances in terms of gender recognition in the work place in SA. Standard Bank is also a typical example of a company characterised by gender in equalities.

Table 4.4: Marital Status of respondents

	Manager	Team Leader	Frontline Staff	Support Staff
Married	67% (8)	93% (28)	47% (53)	51% (30)
Single	8% (1)		53% (61)	49% (29)
Divorced	25% (3)	7% (2)		
Widowed				

In terms of marital status, the majority of the respondents are married. Only 8% of the manager's are single while 67% are married and 25% are divorced. Team-leaders comprise of 94%, which are married, and 6% who are divorced. There is more or less an even spacing of frontline and support staff that are married and single. Forty seven percent of the frontline staff are married, while 53% are single. Lastly, 51% of the support staff are married, while 49% are single.

Table 4.5: Ethnic group of respondents

Race Group	Manager	Team Leader	Frontline Staff	Support Staff
Black	25% (3)	33% (10)	42% (48)	44% (26)
White	33% (4)	20% (6)	2% (2)	12% (7)
Coloured	0	7% (2)	11% (13)	7% (4)
Indian	42% (5)	40% (12)	45% (51)	37% (22)

In terms of ethnic group 42% of the managers are Indian, while 25% are Black and 33% are White. The team-leaders consisted of 33% which were Blacks, 20% Whites, 7% Coloureds and 40% Indians. The above indicates that Standard Bank is still not in line with their equity targets. The front-line staff consisted of 42% which are Blacks, 2% Whites, 11% Coloureds and 45% Indians. The support staff consisted of 44% Blacks, 12% Whites, 7% Coloureds and 37% Indians. The lowest numbers of respondents are Coloureds.

Table 4.6: Level of education

Level of Education	Managers	Team Leaders	Frontline Staff	Support Staff
Grade 1 – 8				
Grade 9 – 12	80% (9)	83% (25)	74% (91)	72% (44)

Certificate	20% (3)	17% (5)	20% (17)	23% (12)
Degree/ Diploma			6% (6)	5% (3)

From the data obtained, as reflected in the above table, 80% of the managers have a grade 9 – 12 level of education, while 20 % of them have some sort of certificate. With regard to the team-leaders, 83% of them have a grade 9 – 12 level of education, while 17% of them have a certificate. Seventy four percent of the frontline staff have a grade 9 – 12 level of education, 20% have a certificate, and 6% of them have a degree or diploma. With regard to the support staff, 72% of the support staff have a grade 9 – 12 level of education, 23% of them have a certificate and 5% of them have either a degree or a diploma.

Table 4.7: Categories of staff

Number from sample	Managers	Team Leaders	Frontline Staff	Support Staff
	12	30	114	59

The sample comprised of 12 managers, which makes up 6% of the sample, 30 team-leaders, which equates to 14% of the sample, 114 front-line staff, which makes up 53% of the sample, and lastly 59 support staff, which accounts for 27% of the sample.

Table 4.8: Length of service

Length of Service	Manager	Team Leader	Frontline Staff	Back-office Staff
Less than 1 year	0	0	11% (12)	10% (6)
1 – 2 years	0	0	37% (42)	12% (7)

3 - 5 years	0	0	33% (38)	53% (31)
6 - 10 years	0	77% (23)	19% (22)	20% (12)
More than 10 years	100% (12)	23% (7)	0	5% (3)

In terms of length of service, 100% of the managers have been with Standard Bank more than 10 years. Seventy seven percent of the team-leaders have been with the bank between 6-10 years and 23% more than 10 years. With regard to the frontline staff, 11% have been with the company for less than a year, 37% between 1-2 years, 33% between 3-5 years and 19% between 6-10 years. Ten percent of the support staff have been with the company for less than a year, 12% between 1-2 years, 53% between 3-5 years, 20% between 6-10 years and 5% have been with the company for more than 10 years.

Majority of the front-line staff have been with Standard Bank for 2 years or under. The majority of the back-office staff were employed by Standard Bank between 3-5 years. This is because the new staff members are usually the younger ones who usually start off as frontline staff and then later progress on to support staff.

The majority of the respondents have been with Standard Bank between 6-10 years. This is an indication that the majority of the respondents are quiet knowledgeable with the company's proceedings while the majority is still in the process of acquiring to know more about the company. The length of service on its own has a significant bearing for Standard Bank as its shows that the company is responsible to its employees and managers. This can be understood by the willingness of the managers and workers to stay with the company.

4.4 Analysis of perceptual data

Questions relating to worker participation and job satisfaction were asked. Employees were firstly asked to indicate their degree of satisfaction with regard to different aspects of their work. There were four options to choose from, which were: very satisfied, moderately satisfied, very dissatisfied or moderately dissatisfied.

The first question asked was, the degree of authority they had in deciding which tasks were important in their jobs and which were not.

Seventy five percent of the managers were very satisfied with the above while 25% of the managers were moderately satisfied. Forty percent of the team leaders were very satisfied while 60% were moderately satisfied. This is probably due to the fact that they are part of management and they are allowed to make their own decisions.

The majority of the frontline staff (93%) were very dissatisfied in the degree of authority that they have in making decisions with regard to their jobs while a majority of the support staff (88%) were moderately dissatisfied in this regard. Seven percent of the frontline staff were moderately satisfied, while 12% of the support staff were moderately satisfied with the above. This could be attributed to the fact that rules and regulations are simply handed down from management in terms of every aspect of their jobs and they have to adhere to it.

Secondly they were asked about the chance that they had to do things differently occasionally.

Majority of the managers (89%) and the team leaders (78%) were very satisfied with this. Eleven percent of the managers and 22% of the team leaders were moderately satisfied with the above. The majority of the support staff (92%) as well as the frontline staff (93%) were very dissatisfied with this. Eight percent of the support staff and 7% of the frontline staff were moderately satisfied with the above.

Thirdly the degree to which employees were able to keep busy at all times was asked.

The majority of the managers (100%) were very satisfied with this, while the majority of the team leaders (80%) were moderately satisfied with this. Twenty percent of the team leaders were very satisfied with the above. Both the frontline (100%) and the support staff (100%) were very satisfied with this regard, as they always seem to be very busy.

Fourthly the meaningfulness of their work in terms of its impact on customers was asked. Eighty two percent of the managers were moderately satisfied with the above, while 18% of them were very satisfied with this. Fifty six percent of the team leaders were moderately satisfied with the above, while 44% of them were moderately dissatisfied. With regard to the frontline staff, 100% of them were moderately satisfied with the above, while 96% of the support staff was moderately satisfied with this. Four percent of the support staff was moderately dissatisfied with this.

Fifthly the amount of variety and challenge that their job posed was asked.

The managers (100%) were all very satisfied with this while the team leaders (62%) were moderately satisfied with this aspect. Forty eight percent of the team leaders were very dissatisfied with this. The majority of the frontline staff (100%) were very dissatisfied while the majority of the support staff (72%) were moderately dissatisfied. Twenty eight percent of the support staff were very dissatisfied with the above. Many of them claim that their jobs are too monotonous and boring with no challenge.

Sixthly, their working conditions were asked. One hundred percent of the managers and team leaders were moderately satisfied with the above, while 100% of the frontline and support staff were moderately satisfied with this regard.

The next question asked was, the salary in relation to the amount of work they perform. The majority of the managers (72%) were moderately satisfied with this, while 28% of them were moderately dissatisfied with this. All of the team leaders (100%) were very dissatisfied with the salary they received. All of the frontline staff (100%) and the support staff (100%) were also very dissatisfied with their salary.

Their opportunity for promotion and growth was then asked. Sixty nine percent of the managers were moderately satisfied with the above, while the other 31% were moderately dissatisfied with this. All of the team leaders (100%) were very dissatisfied with the above. Eighty percent of the frontline staff was very dissatisfied with the above, while 20% of them were moderately dissatisfied. Twenty four percent of the support staff was moderately satisfied with the above, while 76% of them were very dissatisfied.

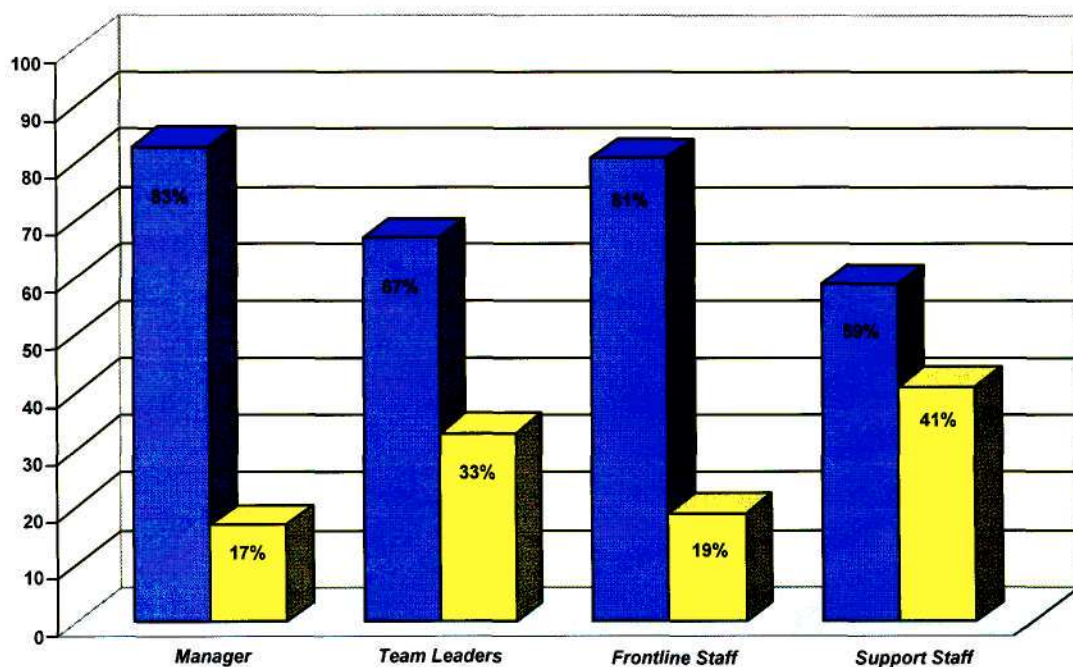
The chance to do something that makes use of their abilities was then asked. All of the managers (100%) were very satisfied with the above, while the team leaders (62%) were moderately satisfied with this aspect. Forty eight percent of the team leaders were very dissatisfied with this. The majority of the frontline staff (73%) was very dissatisfied while the majority of the support staff (72%) was moderately dissatisfied. Twenty eight percent of the support staff was very dissatisfied with the above and 27% of the frontline staff was moderately dissatisfied.

Lastly the type of work that they do in their jobs was asked. The majority of the managers (89%) and the team leaders (78%) were moderately satisfied with this. Eleven percent of the managers and 22% of the team leaders were moderately dissatisfied with the above. The majority of the support staff (92%) as well as the frontline staff (93%) were very

dissatisfied with this. Eight percent of the support staff and 7% of the frontline staff were moderately satisfied with the above.

The last section of the questionnaire comprised nine open-ended questions relating to worker participation and job satisfaction.

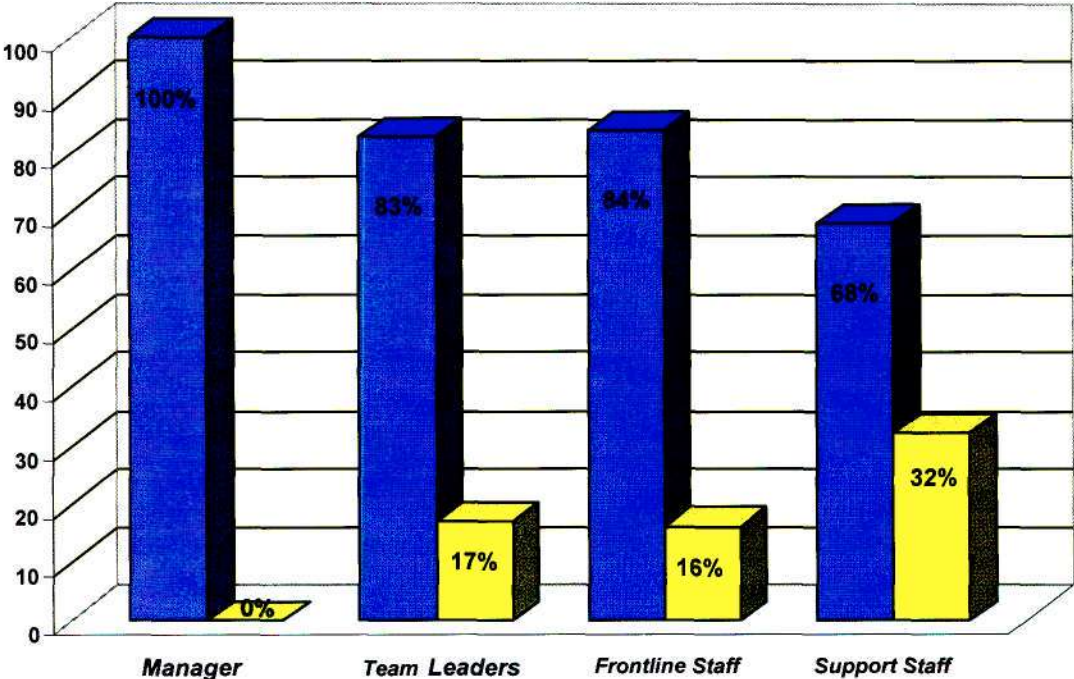
Question 1



Respondents were asked whether the training programs available to them were sufficient, to equip them with the necessary skills to perform their job efficiently. Majority of the managers and team-leaders felt that the training programs provided were sufficient 83% and 67% respectively. While the majority of the frontline and support staff, 81% and 59% respectively felt that the learning materials from the training programs provided were very “Text Book” like and idealistic as opposed to hands on

and realistic. They felt that more practical work should be incorporated into the training. Many of the respondents felt that, when placed at a new position there should be an experienced person with them, to teach them for a while until they are able to perform the job on their own rather than been thrown into the deep end with only training from training programs which are not very effective. In order for staff to be productive and efficient, it is of vital importance that good training programs be established in Standard Bank.

Question 2



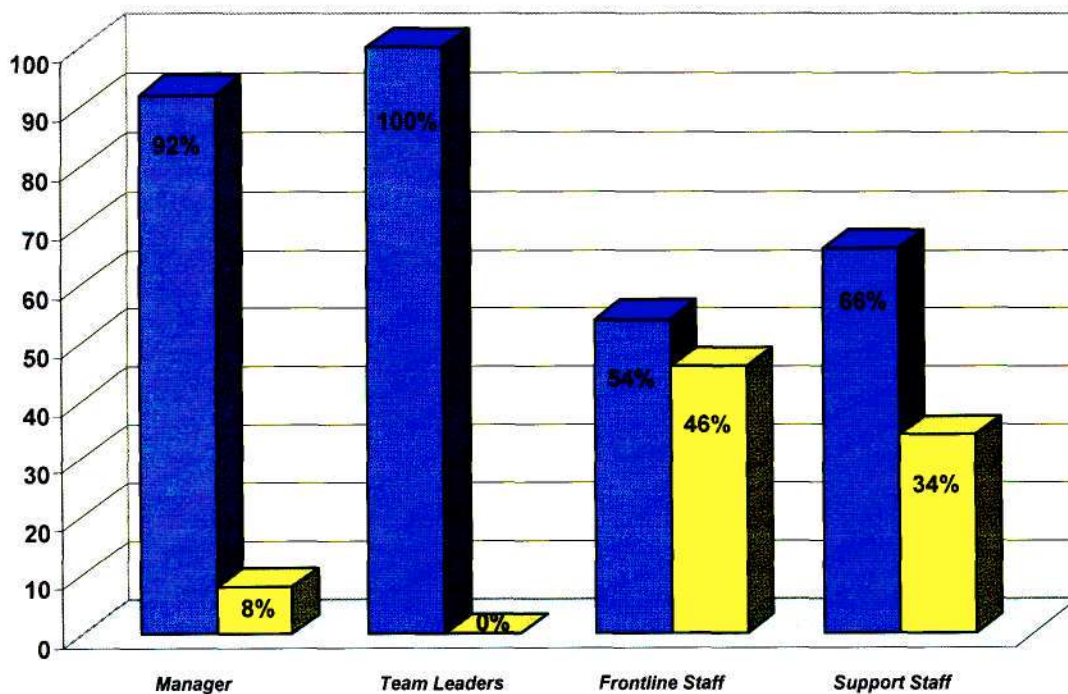
The respondents were asked if they felt that they are making a difference or contributing to the overall success of Standard Bank.

One hundred percent of managers, 83% of the team- leaders, 84% of the front-line staff and 68% of the support staff felt that they were

contributing to the success of the company, due to positive feedback from customers who have completed the customer satisfaction survey which is conducted on a monthly basis.

Although majority of the respondent felt that they made a large difference to the overall success of the company, the other 17% of team-leaders, 16% of front-line staff and 32% of support staff felt that their jobs were insignificant and not really making a difference to the overall success of Standard Bank. The respondents felt that the managers and team-leaders were responsible for the overall success of the company. It is important for staff to know and be aware of their contribution to the company as a whole. The onus is on the management team at Standard Bank to make staff aware of the fact that they do play an important role towards ensuring the success of the company.

Question 3



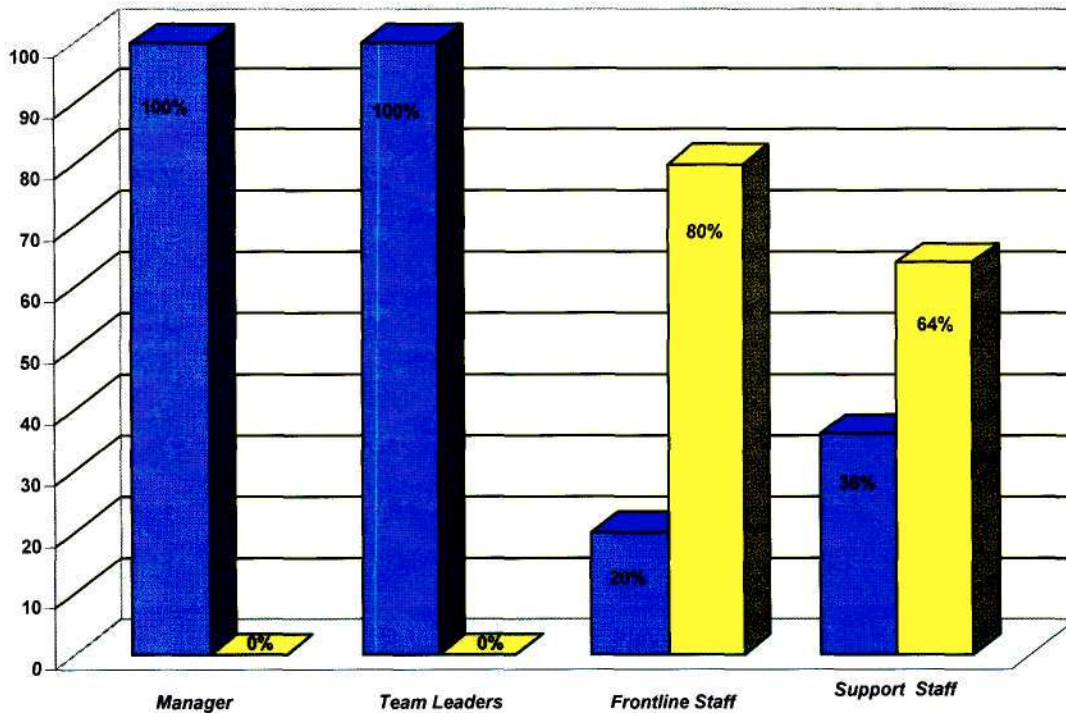
The researcher asked staff if they were ever promoted since they began working at Standard Bank.

From the responses given by managers, 92% said that they were promoted within Standard Bank while 8% said that they had never been promoted since they had been recruited from other companies, although they were promised that they would be promoted to higher positions.

One hundred percent of the team-leaders were promoted within Standard Bank. Fifty four percent of front-line staff had been promoted, while 46% had never been promoted since they started at Standard Bank.

Sixty six percent of the support staff had been promoted while 34% were never promoted while at Standard Bank. Respondents felt that when, higher positions did arise, firstly their BEE targets were considered over and above experience, performance and qualifications. The majority of the staff felt that this was unfair and that their hard work and commitment to the company was irrelevant.

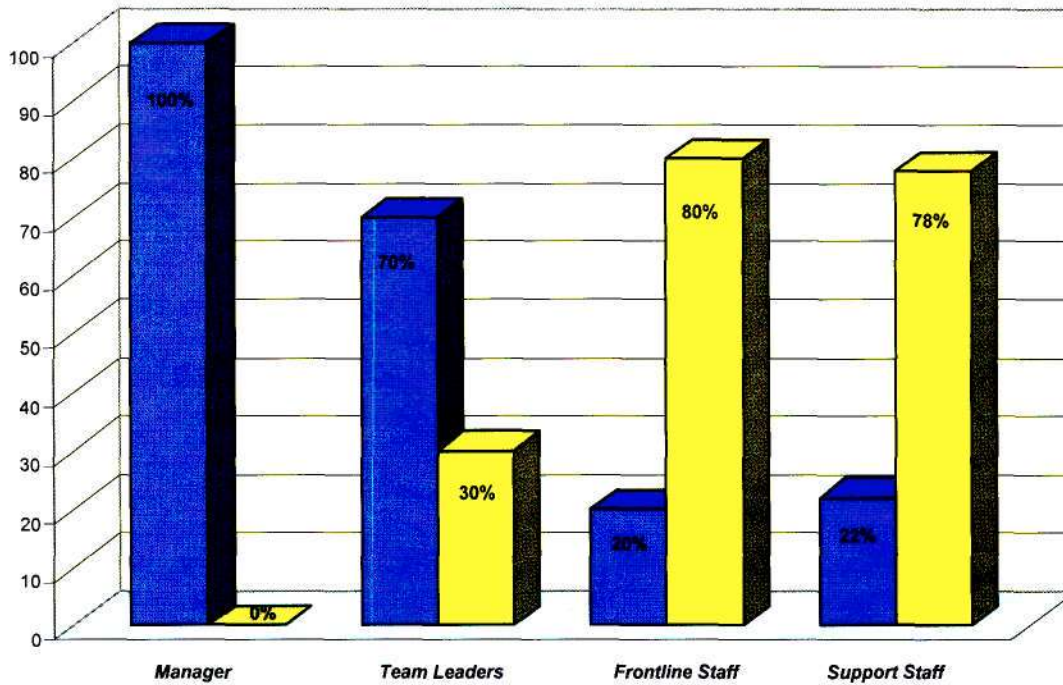
Question 4



Respondents were asked whether they are allowed to have meetings during working hours to discuss work related issues.

One hundred percent of managers as well as 100% of the team-leaders said yes, they were allowed to have meetings to discuss work issues, since they are members of management, and they do meet on a regular basis to discuss work related issues. Twenty percent of front-line staff and 36% of support staff said that they could have meetings, but during their own times. An example of which is, in their lunch breaks or after work. They were not allocated specific times during working hours and management was not supportive of this as they thought of it as a threat. Those staff members that did participate in meetings to discuss work related issues were victimised as it was seen as going against management and causing conflict in the office.

Question 5

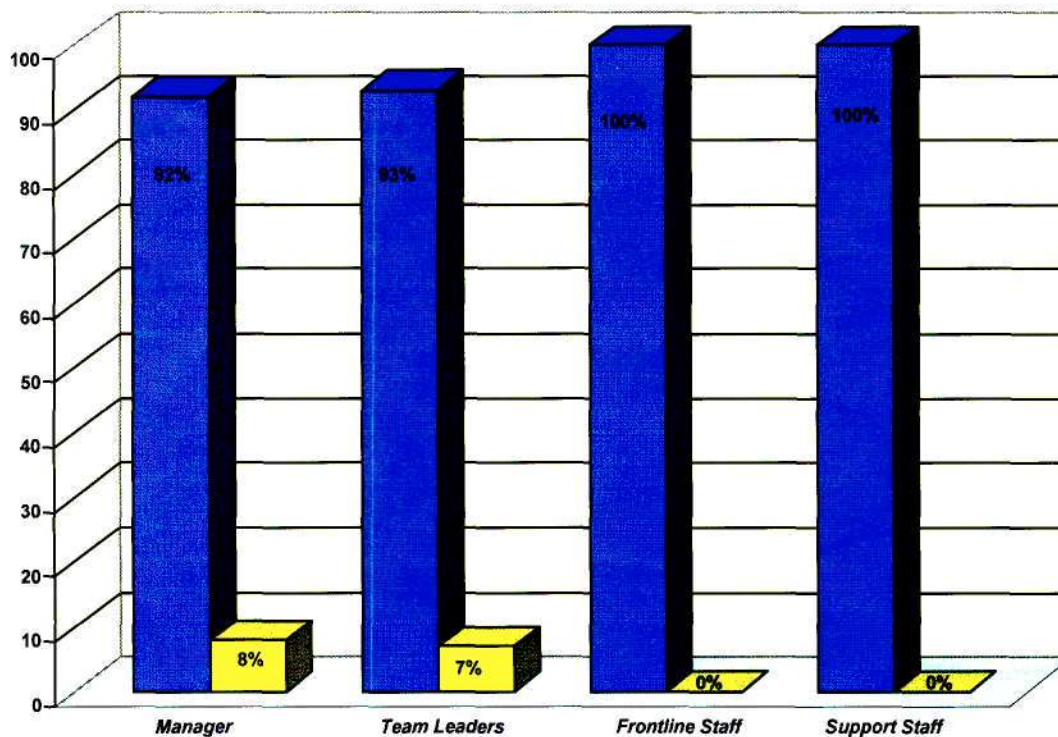


The researcher asked respondents if they were included in decision making at Standard Bank.

Majority of the managers felt that they were involved in decision-making, but only to a certain extent due to the fact that they have instructions simply passed down to them by Area Managers. Seventy percent of team-leaders agreed to be involved with decision making in Standard Bank, but also had limitations due to having limited authority at decision making at branch level. A team-leader requires decision-making skills in order to develop front-line staff. Twenty percent of front-line staff felt that they can make decisions but only to certain extent, for example if they are directly dealing with customers, they will have to make on the spot decisions. Twenty two percent of the support staff gave similar responses as the frontline staff.

From the responses given it is evident that the majority of staff felt that they did not have any input with regard to decision-making or improving working conditions, with the reason being is that all decisions taken with regard to work are discussed by managers and are simply passed down to staff, who has to adhere to them. Respondents felt that suggestions are welcome from staff but are not taken into consideration in the decision making process.

Question 6



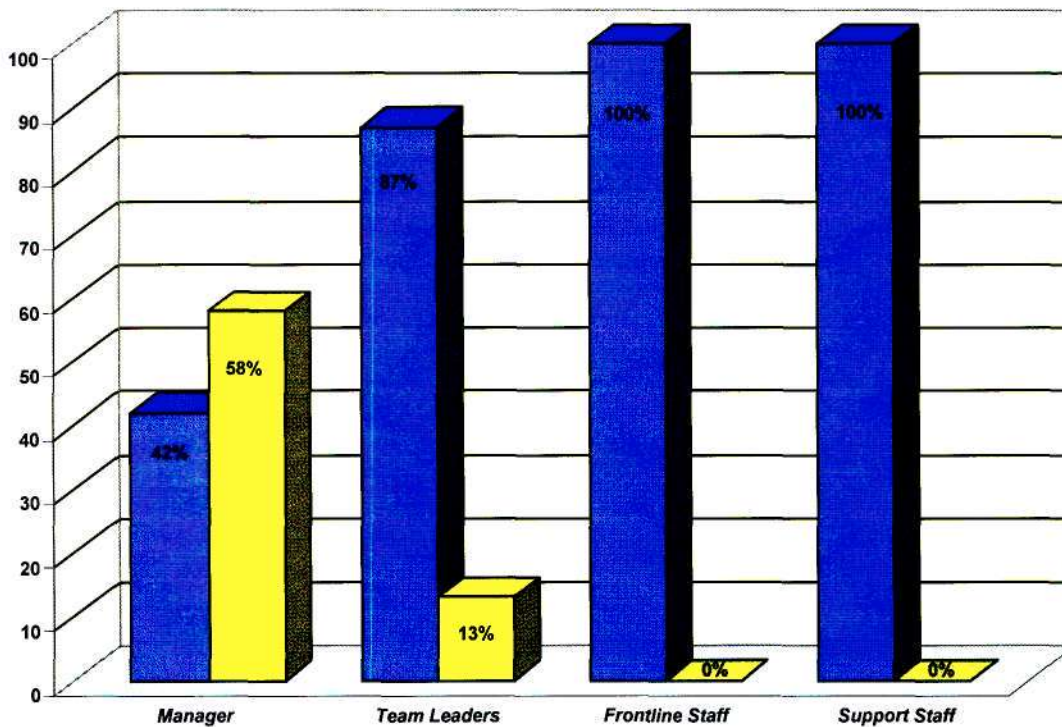
All respondents were asked whether there was any co-operation between workers and managers at Standard Bank.

Ninety two percent of managers said yes, since staff had to follow instructions that were given to them by senior managers. Ninety three percent of team-leaders also agreed that there was co-operation between workers since they were taking instructions and giving instruction at the same time.

One hundred percent of both front-line and support staff agreed that there was co-operation because management and workers were given specific tasks to do.

The majority of the staff said that there was co-operation, because if they did not co-operate or adhere to rules, then they were disciplined. Management style was top- down. They felt that all employers had to follow the company hierarchy.

Question 7



All employees were asked if they were adequately remunerated for the tasks that they performed at Standard Bank.

Only 42% of the managers were happy with the remuneration that they received for the tasks they perform.

Eight seven percent of the team-leaders felt they were inadequately paid for their performance at the branch.

One hundred percent of the front-line and support staff felt that they were inadequately remunerated for the jobs that they were doing due to the fact that their work loads has really increased since past years. One person is now doing the job that was previously done by two people. They felt that a lot of work cannot be completed in an eight-hour day and most employees have to take work home. All employees felt that the appraisal systems in place are unfair because it was based on customer's

perceptions and as a result, due to poor customer perceptions, which cannot be directly controlled by employees, they performed poorly in their appraisals, which has an impact on their increases and promotions.

Workers felt that the grading system was unfair, as there was no consistency with salaries due to the fact that employees performing the same duties at different branches had different grading as well as salary structures.

Many of the respondents who are single or married raised the concern that they cannot afford to raise support a family because their salaries are too little. As highlighted in the literature review of this study, salary is an important aspect of job satisfaction, which Standard Bank should review.

Question 8

Respondents were asked about their perceptions of worker participation.

Majority of workers believed that worker participation was not existent within the organisation. It existed mainly on blue print, and mission statements. Standard Bank aims to be the best company to work for, but workers feel that the company still has a long way to go before this can be achieved. Workers feel that they should be more actively involved in decision making within the company because the employers are the ones that keep the organisational running efficiently. Standard Bank is not just a name but it's the people who make it a success. Employees felt no sense of ownership toward their work because they were not involved in the decision making process.

Question 9

Respondents were lastly asked what they felt should be improved at Standard Bank for the future.

The following issues were highlighted:

Firstly employees felt that there should be more transparency and consistency within the organisation. Workers felt that they should be included in decision making in Standard Bank. Management should take workers grievances into consideration and generate solutions. Salary structures should be reviewed, as employees are not adequately remunerated for the amount of duties they perform. Although inflation increases every year, workers did not necessary receive increases in their salary, due to the fact that increases are based on appraisals and appraisals are based on customer perception, which is not always favourable. Managers should ensure that there is no discrimination or favouritism within the office.

4.5 Conclusion

Considering the responses given by the managers, team leaders, support staff and frontline staff it is evident that the problem surrounding worker participation and job satisfaction is of crucial importance. Management needs to take all these factors into consideration in order for the organisation to be sustainable and grow. Worker participation strategies, profit sharing schemes, salary structures and job satisfaction are all important areas, which need to be improved on. These objectives can only be achieved if there is commitment from all parties involved.

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Worker participation has become one of the main issues in all employer- employee relationships according to Anstey (1998:225).

The objectives of this study were to identify the factors effecting worker participation and job satisfaction within Standard Bank, with the aim of improving on them. It also aims to identify factors that contribute to employees feeling a greater sense of satisfaction with regard to their jobs, which will in turn lead to employees being more productive and as a result the organisation will be more profitable and sustainable.

5.2 Conclusion

After examining the importance of worker participation in branches within Standard Bank, it was noted that greater effort from both employers and employees is necessary in order to bring about positive development in the work place.

In this study the researcher has intended to provide an understanding of worker participation and job satisfaction in Standard Bank, which will directly affect the productivity and growth of the company. All employees at Standard Bank should work as a team to achieve worker participation and Job Satisfaction.

Greater worker involvement and participation programs can lead to increased profit through improved efficiency and organisational performance. Companies are expected to lead to improved organisational profitability by, changing employee attitudes, overcoming resistance to change and increasing commitment. Moreover, there will be the experience

of mutual advantage. Management will benefit from improved performance and, for instance, reduced levels of turnover and absenteeism. Employees will enjoy more secure employment, upgraded tasks, a large degree of workplace autonomy and incentives to take responsibility for a quality product.

Worker participation requires both sides involved to have equal power in order to determine the outcome and solutions to decisions that need to be made. In the absence of power equality, one could argue, that employees would have to rely on management's goodwill. Ultimately, worker participation will also promote and build the relationships between employees and their employers.

Chapter 4 discussed the views that employees felt on the topic of worker participation and job satisfaction. From the research it was noted that the majority of the employees felt that they have no influence in the decision making process within Standard Bank. The reasons that were outlined by employees relate to the argument that even though worker participation incentives are a platform for employee's views, the management team has the tendency to manipulate workers decisions that have been taken. As per the responses given by the workers and managers, the findings of this study indicate that when employers do not introduce worker participation, they unnecessarily lead to disempowerment and marginalisation of the workers. Both workers and managers in this study are of an idea that for the company to be run effectively and efficiently, the workers need to given a proper platform to express their views. This will enable the decisions taken by both managers and workers to be informed by the needs and expectations of the workers.

Salary structures, was also an important aspect of job satisfaction that staff felt should be improved on in order for Standard Bank to be able to retain valued staff.

In an article on work place democracy efforts Bernstein identifies six necessary components for successful programs on worker participation in decision-making:

1. Workers must have an increased degree of power vis-à-vis management regarding various levels of decision-making in the company.
2. Workers must have access to and sharing of management level information. If employees are to make decisions on the issues that go on in areas outside their normal jobs, they will need information such as engineering reports and company economic information that was previously only available to accounting or finance departments. A corollary to this component is that workers must be trained to understand and use this information in a correct and effective manner.
3. A guaranteed right of protection from reprisal for employees who voice criticisms of management.
4. Independent boards of appeals to settle disputes between labour and management (grievance procedure).
5. A participatory/democratic consciousness or set of beliefs and traits among the work force and along management that tends to worker participation in decision-making. The belief that workers have the ability to make good decisions or a strong feeling of self-reliance is two such traits.
6. A guaranteed economic return on cost savings or surplus produced above the employee's regular salary. This sometimes is labelled as "gain sharing."

When workers are truly able to participate in decision-making, cost savings and productivity gains can be huge. Many studies show that a significant part of these gains must be shared with employees for the program to survive.

The most important aspect to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the company results in positive outcomes.

Every practice should have its own limits, just like the idea of worker participation has its own limits. Parties involved in participation need to fully commit themselves as to avoid situations such as the Top Condor and Sea Harvest where mistrust led to work stoppages in the companies.

Both employers and employees in the workplace should make available whatever information is necessary to enable them to form a considered opinion on relevant issues to encourage the relationship between participation and productivity. This will enable both parties to reach an agreement on action to be taken thus enabling to achieve their mutual objectives towards productivity.

In an event where participation is promoted, productivity in the workplace can be increased. Once productivity is increased, South Africa can be more competitive in the global arena.

5.3 Recommendations

The findings of this research raised a number of issues, which need to be addressed. Management at Standard Bank should take a look at the following recommendations, which are proposed in order to overcome issues of concern, which were raised by employees.

The decision-making cab in Standard Bank should be pushed down the line so that even the most junior worker has some say in how work is organized. On a financial level, workers may be invited to buy or be given shares in the company as shareholders.

Standard Bank management should share stories of success about how an employee's actions made a real difference in the company or in

making a process better. Employees may not find all their tasks interesting or rewarding but the management team should show the employee how those tasks are essential to the overall processes that make the company succeed. Management could find certain tasks that are truly unnecessary and can be eliminated or streamlined, resulting in greater efficiency and satisfaction.

If worker participation is properly adopted and practiced most employees will develop a sense of ownership and become more productive. However there must be certain rules and regulations drafted by both the management and the workers of Standard Bank outlining the limitations of worker participation.

One premise inherent in Herzberg's theory is that most individuals sincerely want to do a good job. To help them they should be placed in positions that, use their talents and are not set up for failure. Standard Bank should set clear, achievable goals and standards for each position, and make sure employees know what those goals and standards are. Employees should receive regular, timely feedback on how they are doing and should feel that they are being adequately challenged in their jobs. Employees at all levels of the organization want to be recognized for their achievement on the job. Their successes don't have to be monumental before they deserve recognition, but praise should be sincere. An example of praise is that, the company can publicly thank employees for handling a situation particularly well, or write them a kind note of praise.

Management at Standard Bank should introduce career development plans for employees so that staff could be trained and developed for managerial positions. These positions can then be filled with candidates, who are competent to perform these jobs. This initiative could alleviate the problem of employees, feeling unfairly treated. By adopting this approach,

Standard Bank can grow and develop its' employees, which will be beneficial to the company in the long term.

From the responses highlighted in chapter 4, salary structures is also an issue that needs urgent attention. According to Robbins (2003: 37), salary is a key determinant of job satisfaction because it serves as a symbol of achievement and a source of recognition. It appears that a perceived low salary, which leads to job dissatisfaction, is a main contributor to employee turnover (Mobley, 1982: 45). Many staff members at Standard Bank were highly dissatisfied with the salary that they received. Firstly management should ensure that there is uniformity with regard to salary structures at different branches. Salaries should also be more market related and competitive in order to retain skilled staff and prevent job-hopping. Appraisal systems should be reviewed and factors that cannot be directly controlled by employees should be removed, for example customers' perception of service delivered to customers.

The learning materials from the training programs provided should be more hands on and realistic and more practical work should be incorporated into the training. Employees should be given the opportunity to have on the job training with an experienced person next to them before they actually perform the job on their own.

Standard Bank needs to look at ways in which the bank can increase promotion opportunities for its staff, as this was one of the issues that were highlighted in the responses received from employees. A recommendation in this aspect would be, for the bank to introduce career development plans for every employee, so that their career paths could be mapped out, which will also include promotions.

The staff at Standard Bank should also be educated and motivated, on a regular basis, with regards to the importance that their allocated tasks have on the company/ business as a whole. They should know that

they are contributing to the success of the company. It is important for employees to feel a sense of belonging towards the company, in order for them to be more productive and satisfied with their jobs.

From the responses received it is evident that there is resentment and dissatisfaction amongst the employees at Standard Bank with regard to worker participation and job satisfaction. This negative atmosphere is not good for the company. Standard Bank needs to address these issues and find ways of changing the perceptions its employees have on the topic of worker participation and job satisfaction.

The above recommendations can be used by Standard Bank, to bring about a greater sense of job satisfaction and facilitate worker participation, so that the bank will be able to retain valued staff members, prevent 'job hopping' and create a better place to work in.

Addendum 1: Research Instrument

FOR OFFICE USE ONLY: Respondent Code: _____

VOLUNTARY QUESTIONNAIRE FOR STANDARD BANK EMPLOYEES
“Employee Involvement in Work Related Issues and Job Satisfaction In Standard Bank Branches within the KZN Region”

Researcher: Avikash Kissonlall
Supervisor: Prof. Rembrandt Klopper
School/ Programme: Master of Business Administration
University of Kwa-Zulu Natal

Note to the respondent

We need your help to understand Employee Involvement in Work Related Issues In Standard Bank Branches within the KZN Region
Although we would like you to help us, you do not have to take part in this survey.

If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.

What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

How to complete the questionnaire:

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to do our project.
2. We are only asking you about things that you and your fellow employees should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

Thank you very much for completing this questionnaire.

Permission to use my responses for academic research

I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and surname _____

Postal address: _____

Postal code: _____

Contact numbers: Home: _____ Cell: _____

Signature: _____

Questionnaire

Section One: Personal Details

Please circle the appropriate answer

1.1 Home Language

- Zulu
- Afrikaans
- English
- Others, specify:

1.2 Age Group

- 18 – 25
- 26 – 35
- 36 – 45
- 46 – 55
- 55 +

1.3 Gender

- Male
- Female

1.4 Marital Status

- Married
- Single
- Divorced
- Widowed

1.5 Race Group

- Black
- White
- Coloured
- Asian

1.6 Level of Education

- Grade 1 -8
- Grade 9 -12
- Certificate
- Degree/ Diploma

1.7 Categories of Staff

- Manager
- Team Leader
- Frontline Staff
- BackOffice/ Support Staff

1.8 Length of Service

- Less than one year
- 1 -2 Years
- 3 -5 Years
- 6-10 Years
- More than 10 Years

Section Two: Participation and Job Satisfaction

Indicate your degree of satisfaction with regard to the following aspects of your work, by circling the number which best describes your feelings

- 1 – Very Satisfied**
- 2 – Moderately satisfied**
- 3 – Very dissatisfied**
- 4 – Moderately dissatisfied**

2.1 The degree of authority you have in deciding which tasks are important in your job and which are not

1 2 3 4

2.2 The chance to do different things occasionally

1 2 3 4

2.3 Being able to keep busy all the time

1 2 3 4

2.4 The meaningfulness of your work in terms of its impact on customers

1 2 3 4

2.4 The amount of variety and challenge that your job poses

1 2 3 4

2.5 Your working conditions

1 2 3 4

2.6 Your salary in relation to the amount of work you perform

1 2 3 4

2.7 Your opportunity for promotion and growth

1 2 3 4

2.8 The chance to do something that makes use of your abilities

1 2 3 4

2.9 The type of work that you do in your job

1 2 3 4

Please answer the following questions

2.10 Do you think that the training programs that are available are sufficient to equip you with the necessary skills you need in order to perform your job efficiently?

- Yes
- No

If No, Explain

2.11 Do you feel that you are making a difference or contributing to the overall success of the company? Explain

- Yes
- No

2.12 Have you ever been promoted since you began working at Standard Bank? Explain

- Yes
- No

2.13 Are you allowed to have meetings during working hours to discuss work issues? Explain

- Yes
- No

2.14 Are you included in decision making at Standard Bank? Explain

- Yes
- No

2.15 In your view, do you see any co-operation between workers and management at Standard Bank ? Explain

- Yes
- No

2.16 Do you feel that you are being adequately remunerated for the work that you perform at Standard Bank ? Explain

- Yes
- No

2.17 What do you think about “Worker Participation” at Standard Bank ?

2.18 What do you feel should be improved at Standard Bank for the future ?

Addendum 2: Ethical Clearance



UNIVERSITY OF
KWAZULU-NATAL

RESEARCH OFFICE (GOVAN MBEKI CENTRE)
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TELEPHONE NO.: 031 - 2603587
EMAIL : ximbap@ukzn.ac.za

11 DECEMBER 2006

MR. A KISSOONLALL (201510426)
GRADUATE SCHOOL OF BUSINESS

Dear Mr. Kissonlall

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/06851A

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

"Worker participation and job satisfaction within Standard Bank"

Yours faithfully

MS. PHUMELELE XIMBA
RESEARCH OFFICE

cc. Faculty Office (Cheralyn Terblanche)
→ cc. Supervisor (Prof. R Klopper)

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